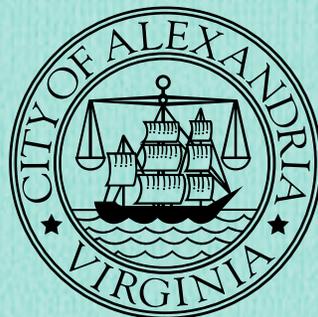


CITY OF *Alexandria* VIRGINIA



M A N A G I N G F O R R E S U L T S

# PROPOSED OPERATING BUDGET



**FY 2009**

*July 1, 2008 ~ June 30, 2009*



# City of Alexandria

## FY 2009 Budget

### ALEXANDRIA CITY COUNCIL

William D. Euille, Mayor

Redella S. Pepper, Vice Mayor

Ludwig P. Gaines

Rob Krupicka

Timothy B. Lovain

Paul C. Smedberg

Justin M. Wilson

CITY MANAGER

James K. Hartmann

Michele Evans, Deputy City Manager

Mark B. Jinks, Deputy City Manager

Bruce Johnson, Director, OMB

Laura Triggs, Acting Director of Finance

Cindy Smith-Page, ASA, Director of Real Estate Assessments

Prepared by the Office of Management and Budget

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OMB staff wish to acknowledge the General Services staff in the Mail Services Division and the City's Electronic Publishing staff in the Office of Communications for their assistance in the preparation of this budget document.

GFOA



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alexandria, Virginia for its annual budget for the fiscal year beginning July 1, 2007.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

## Alexandria's Strategic Plan

In fall 2004 the Alexandria City Council adopted a Strategic Plan for 2004-2015 and its vision of what it believed that Alexandria could become by the year 2015. The Council developed the Strategic Plan and Vision after holding a series of work sessions, two community meetings and a public hearing to obtain community input. The plan was adopted by City Council on September 14, 2004 and revised on January 21, 2006. The Strategic Plan is the City Council's road map to fulfill its Vision, which it believes can be achieved by working together on common goals.

## Alexandria Vision 2015

Alexandria 2015 is a Vibrant, Diverse, Historic and Beautiful City with Unique Neighborhoods and Multiple Urban Villages Where We Take Pride in Our Great Community.

## Alexandria Plan for 2004-2009/Goals 2009

### GOALS:

- Quality Development and Redevelopment that is Well Planned and Consistent with Alexandria's Vision.
- A City that Respects, Protects, Preserves and Enhances the Natural Environment and Historic Resources.
- An Integrated, Multi Modal Transportation System that Efficiently and Effectively Gets People from Point "A" to Point "B."
- A Strong Local Economy that is Growing in Varied Small Businesses and Job Opportunities.
- A Caring Community that is Diverse and Affordable.
- The City Government is Financially Sustainable, Efficient and Community Oriented.
- A City that Ensures the Safety, Security, Emergency Preparedness and Well Being of the Community.
- Public Schools that are Among the Best in Northern Virginia (in Partnership with the Alexandria Schools).

## Mission of Alexandria City Government

Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

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# City Manager's Message

## City Manager's Message

February 12, 2008

To the Honorable Mayor and Members of City Council:

I am pleased to present City Council with the Proposed Fiscal Year 2009 Operating Budget and the Proposed Fiscal Year 2009-2014 Capital Improvement Program.

### **FY 2009 General Fund Operating Budget increases by only 2.9%**

As directed by City Council last November, City staff aggressively sought out alternative non tax revenue and efficiency options in this Proposed Budget. This Proposed Budget would increase total General Fund spending by 2.9 percent or \$15.3 million for a total of \$534.8 million. In accordance with City Council guidance, the operating budget transfer to the Alexandria City Public Schools would increase by 4.1 percent or \$6.6 million and funding for the remainder of the General Fund budget, including cash capital and debt service funding for all capital projects and transit subsidies, would increase by 2.4% or \$8.7 million.

### **Revenue growth is limited as local economy in transition**

At the November City Council retreat City staff identified both an immediate FY 2009 challenge and a long term challenge, if the City's real estate base growth rate remains low. Council then set an aggressive goal after the retreat for City staff to put together a budget without increasing the real property tax rate, and the proposed budget assumes no increase in the existing real property tax rate of 83 cents per \$100 assessed value. At the time of the retreat, revenue estimates based on this assumption appeared to allow a 3.4% rate of growth.

#### **Economic Slowdown Major Impacts**

- Sales taxes (-\$2.4M)
- Personal property taxes (-\$1.2M)
- Interest earnings (-\$1.8M)

Since the fall, our local economy appears to be in transition and this economic slowdown has resulted in only a projected 2.4% rate of growth in revenues under current revenue policies and tax rates. City staff identified about \$2.6 million in additional non-tax revenue increases that would allow a 2.9% overall growth, which is still less than current inflation trends.

### **Growth in commercial real property tax base offset decline in residential tax base**

Because of the impact of national and regional economic trends on the local housing market, the average residential tax bill would decline in CY 2008 by \$82 or -1.9%. This decline in assessed value is more pronounced for condominiums (-4.3%) than it is for single family homes (-0.9%). While the decline means less revenue to finance the City budget, we are fortunate that this decline is modest compared to many other jurisdictions in the greater Washington region. This decline was offset by a 12.1% increase in the commercial tax base, which is probably the last increase of this magnitude that we will see this decade. Combining the decline in the residential tax base with the increase in the commercial tax base results in a total tax base increase of 4.0%.

# City Manager's Message

## The budget holds the line on spending for City operations

The budget for City operations (exclusive of transit subsidies, capital program cash capital and debt service funding, and post employment benefit catch up contributions) would hold the line on spending to an increase of only 2.9%. This rate of growth is considerably less than the most recent estimated rate of inflation of 4.5% for the Washington Metropolitan area. Of the 42 City departmental or office budgets, 32 would increase at a rate below this rate of inflation. To hold the overall rate of growth on the City side of the budget to 2.4%, City staff crafted an additional net \$4.7 million in proposed reductions from the operating budget and \$3.4 million in capital project funding reductions. An attachment to this message (pages 2-15 through 2-17) lists these reductions and further information is provided in each department's budget.

## Emphasis remains on maintaining existing assets

I want to note that even though there are significant savings proposed throughout the budget, it is designed to avoid cutting spending by deferring maintenance. In the long run those cuts cost future taxpayers more than they save today's taxpayers. Our roads and bridges will remain drivable and safe; our transit system will remain reliable; our public buildings will remain well-kept and functional; and our historic structures preserved.

## Limited increases focus on improving economic sustainability

### Program Expansions/Additions

- Regional Marketing Initiatives
- Multi-Dept. Permit Center
- TES Site Plan Review Engineer
- Transportation Planner
- Parking Planner
- Principal Neighborhood Planner

The budget only requests \$0.6 million in General Funds for City program expansions or additions. Almost all of this amount is related to improving the economic sustainability of the City by providing additional resources to better manage development, or to promote tourism and to increase regional consumer spending in the City. Those few increases in the budget were chosen deliberately because they should reap positive economic returns for the City in the future. Many requests from City departments and outside entities have not been funded. For example, requests from INOVA Alexandria Hospital for capital costs and the Arlandria Health Clinic for operating costs were not included in the Proposed Budget.

## Significant number of user fees increased to better recover costs

### User Fee Increases for Development Activities

- Code Enforcement
- Planning and Zoning and TES Development-Related Services

### Other Fee Increases

- Residential Refuse Collection
- Parking Meters
- Ambulance Fees
- OHA Fees
- Recreation Fees
- Other Transportation and Environmental Services Fees

The budget reflects a wide number of fee increases tied to improving or maintaining customer service levels or increasing cost recovery from users to more reasonable levels based on regional comparisons and the passage of time. City staff has conducted a comprehensive review of existing fees and charges to be sure they are up-to-date and reasonable. A total of \$2.6 million in fee and miscellaneous revenue increases is reflected in the budget. Most of these fee increases are related to recovering of development-related service delivery. Also, for the first time in 9 years, local DASH bus service peak weekday fares are proposed to increase from \$1.00 to \$1.25. Parking meter rates are proposed to increase for the first time in about 20 years. A new on-line Fee Compendium is being established on the City's website that details all fees and charges collected by the City.

## City Manager's Message

### **The proposed budget limits the total growth in salaries**

On a net basis there is a decrease of 8 City staff positions from the amended FY 2008 position count. A few increases are more than offset through the elimination of vacant positions or transfers and reassignments of existing personnel. No employees will lose their jobs. We chose to fund step salary increases for eligible employees. The proposed budget proposes no market rate adjustment in salary schedules for City and School employees. A 1.0% MRA is proposed as part of the Alternative Budget as contemplated in City Council's budget resolution guidance for FY 2009, which would add \$2.34 million to the City's budget and \$1.42 million to the transfer to the Schools, or \$3.76 million in total.

This budget has partially offset and contained the increase in the cost of City employee health care by increased City employee cost sharing for the third year in a row. The budget also had to provide for an actuarially determined increase in the cost of funding the City's pension funds, particularly for Police and Fire sworn personnel. Much of this increase is driven by our retirees living longer lives.

### **Funds proposed to meet future post employment obligations for retiree health and life insurance benefits**

Under new required accounting standards for other post employment benefits (OPEB), State and local governments across the nation are confronted with the challenge of providing funding to meet the cost of obligations made for post employment health care costs and life insurance. It is estimated that the City and Schools unfunded liability for these costs totals \$128 million. Meeting the challenge of funding this liability will assist the City in maintaining its triple A bond ratings during a time in which lenders are looking far more carefully at "risks" before lending money to municipal governments. This budget provides \$1.4 million in initial funding for obligations for future benefits to City employees after retirement and \$0.8 million to fund similar obligations to Schools employees. This funding represents the first year in a four-year plan to eventually increase funding to address the total City and Schools unfunded liability of \$11 million a year to amortize the unfunded liability.

### **All core public safety programs are maintained**

Core public safety programs in the Police, Fire and Sheriff's departments are maintained, except for funding for ancillary programs and activities such as the Gridlock Reduction Program (GRIP), Red Light Cameras, elementary School Resource Officer, and expanded emergency planning efforts.

### **Progress toward our economic sustainability goals**

City Council funded with \$1.3 million the planned initiatives begun in fiscal year 2008 to meet the economic opportunity and challenge posed to the City by the opening of National Harbor. Follow-on funding of \$1.3 million is provided in FY 2009 as well. We have provided a limited number of new staff for development-related activities to improve our building permit review process, and review of development-related plans. The Alternative Budget recommends additional staff in this area. Meanwhile, City staff is continuing

## City Manager's Message

efforts to implement the various other recommendations of the Economic Sustainability Work Group and the Small Business Task Force.

### **Progress toward our transportation goals**

Transportation is the major long term issue facing the region and the City. Success in this area is crucial to our quality of life and future economic development and sustainability. As a member of the Northern Virginia Transportation Authority (NVTA) we have been assessing how to use the new resources that will be available for transportation projects from taxes enacted by NVTA. We have earmarked funding for a new Transportation Planner, a new Parking Planner, as well as the new King Street Trolley service with NVTA resources. The proposed CIP funds a variety of transportation projects, including DASH bus fleet replacement and expansion with new hybrid technology; King St. and Washington Street repaving and other work on roads and bridges such as major reconstruction of the Madison and Montgomery Streets and Edsall Road. On a separate track, Council will be considering an increase in the real estate tax rate for commercial and industrial property to be dedicated to funding transportation initiatives.

### **Increased funding not available in proposed budget for social service programs**

Alexandria is a caring community and as a result the budget maintains almost all existing social service programs and activities for the needy at current service levels through a careful review and rearrangement of the availability of grant funding. Although there are many worthy public and private programs assisting the elderly, the young, persons with disabilities, the sick and the poor that could use more funding, the City's financial situation does not permit an expansion of support at this time. With only one significant exception (a roll back of the recently increased funding for child day care slots), we have tried to maintain those programs at current service levels in the face of funding cutbacks in such programs by other levels of government. For example, the 1-cent dedication of the real estate tax for affordable housing remains funded. The Alternative Budget would restore funds for child day care support sufficient to eliminate the waiting list. In either alternative, all children currently receiving City day care subsidies would continue to do so.

### **Schools budget increases by 4.1% or 5.0% if market rate adjustment provided to all employees.**

The budget for the transfer to the Schools Operating budget from City taxpayers is set at \$166.8 million (4.1% growth) in the proposed budget and \$168.3 million (5.0% growth) in the Alternative Budget. This rate of growth was established in the budget resolution passed by City Council last November. The School Board's budget request is some \$1.5 million above this guidance. The \$1.43 million cost of a 1.0% market rate adjustment for Schools staff is funded only in the Alternative Budget.

### **Progress toward solving CIP challenges identified last September**

Last September, City Staff identified significant funding shortfalls in the planned FY 2009 and FY 2010 Capital Improvement Program (CIP) totaling about \$85 million. We have made major revisions to project schedules and cost estimates to reflect both operational realities and funding constraints. We

## City Manager's Message

have prioritized our CIP projects so that we only need to propose \$3.4 million in reductions in FY 2009. We are revising our procedures for managing major capital projects to incorporate a phased review process that will more clearly identify potential costs and benefits and allow City staff to control and manage these projects better over their lifetime. We also looked again at our debt capacity and plans for issuing new debt so that we might fairly allocate the long term benefits of many capital projects to future taxpayers.

### **CIP shortfalls still remain in FY 2010 and FY 2011**

There is insufficient funding to meet all the needs in FY 2009, 2010 and 2011, even after rescheduling many projects to a later time. In addition to the \$3.4 million shortfall in FY 2009, there still is a shortfall of \$23.2 million in FY 2010 and \$20.6 million in FY 2011. The impact on the operating budget of proposing additional cash capital or debt service payments to meet those shortfalls would be just too great to sustain. Those projects that are proposed for funding focus on making needed investments now that will avoid future costs. The CIP focuses on repairing, refurbishing, renovating, rehabilitating, and reconstructing existing physical assets as necessary. The CIP reflects the continued dedication of 1% of real estate tax revenues for open space. It also focuses on projects that will save future operating costs, such as the new Police facility that will eliminate significant lease costs over future years and allow more efficient consolidated police operations.

### **City staff and Council have long anticipated the slowdown in the real estate market and the need to plan ahead for leaner budgets**

In my memorandum to City Council of December 21, 2007, I told how the City has been anticipating the slowdown on the real estate market for a long time. City Council and staff were cognizant of the likelihood of a slowdown during the preparation of the fiscal year 2007 and 2008 budgets, and we have been slowing the rate of growth of the budget in both of those cycles. City Council guidance for FY 2009 recognized the fiscal constraints facing the City. Our revamped budget process and budget documents focus on results and we have been improving our day-to-day management of City resources through performance audit and benchmark studies and the initiation of improved capital project management procedures.

### **City staff have looked closely for savings during formulation of FY 2009 budget**

During the development of the fiscal year 2009 budget, given the budgetary climate and the uncertain economic outlook, we asked City departments to reallocate resources within their existing departmental budgets before asking for any additional resources. We also looked extremely closely and made appropriate budget adjustments to maintain current services.

### **City Manager's Alternative Budget recommends 4.3% rate of growth – below 5.0% limit established by Council**

As provided in the City Council Resolutions governing the budget process, I am simultaneously presenting an Alternative Budget that is \$3.4 million below the maximum 5% growth rate target established by the City Council for FY 2009. The increases to the Proposed Budget are specifically identified in an attachment (pages 2-9 through 2-14) immediately following this message that

# City Manager's Message

describes the need for these funds. They total \$6.8 million on a net basis in FY 2009 and would result in an overall budget increase of 4.3%. I recommend these increases for City Council's consideration in order to continue to make progress in achieving City Council's strategic goals and to meet significant public needs. The biggest single item on that list is a 1.0% market rate adjustment for both City and Schools staff adding \$3.76 million. An additional \$3.1 million is proposed for various other valuable City operating programs.

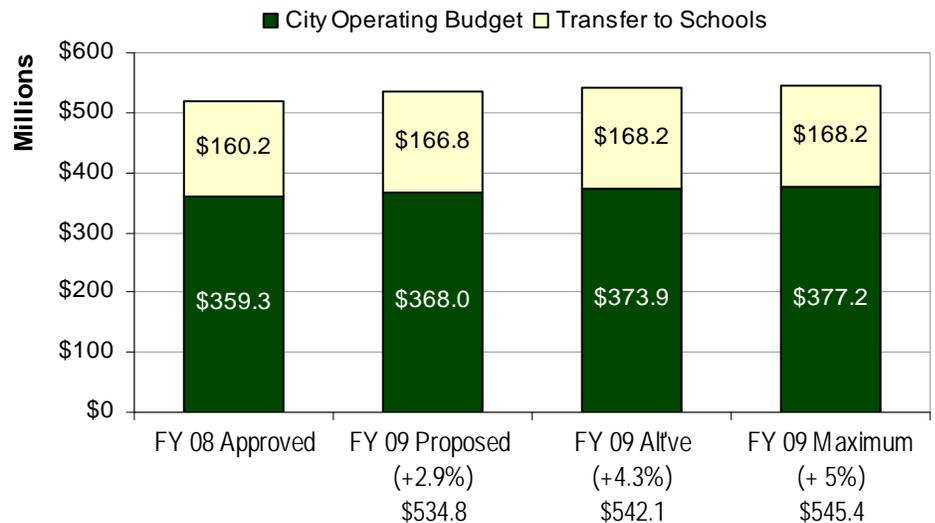
## Alternative Budget provides options for City Council's consideration

Tax Rate Increase	FY 2009 Revenue (\$ in M)	Ave. Change Res. Tax (\$)
none	\$0.0	-\$82
1.6 cents	\$5.6	-\$2
2 cents	\$7.0	\$18
3 cents	\$10.5	\$68

Financing the Alternative Budget would require a 2.0 cent increase in the real estate tax rate. This is less than the 3.0 cent increase that would be necessary to fund the maximum 5.0% growth budget. City Council could decide to limit the increase in the real estate tax rate to 1.6 cents – an amount that would keep the average residential taxes paid by a homeowner the same as last year and produce \$5.6 million in additional FY 2009 revenues. Any of these alternative increases in the real estate tax rate provide additional one-time monies in FY 2008. I propose that these one-time funds be designated to meet some of the unfunded School and City one-time capital project needs in FY 2010. Using these one-time funds to further increase recurring FY 2009 operating expenses would make balancing the FY 2010 operating budget one year from now very difficult.

**The Alternative Budget of \$542.1 million is 4.3% above last year's budget, but \$3.3 million below the maximum budget rate of growth established by City Council.**

## FY 2009 Budget Guidance



## City Manager's Message

### Summary of proposed rates of growth by budget categories in Proposed Budget

	FY 2008 Adopted Budget (\$ in M)	FY 2009 Proposed Budget (\$ in M)	\$ Change (\$ in M)	% Change
<b>City Operations</b>	\$303.3	\$312.0	\$8.7	2.9%
<b>City OPEB</b>		1.4	1.4	NA
<b>Transit Subsidies</b>	15.4	15.2	-0.2	-1.1%
<b>CIP Cash Capital and Debt Service</b>	40.6	39.4	-1.2	-2.9%
<b>City Subtotal</b>	<b>\$359.3</b>	<b>\$368.0</b>	<b>\$8.7</b>	<b>2.4%</b>
<b>Schools Transfer</b>	160.2	166.0	5.8	3.6%
<b>Schools OPEB Funding</b>		<u>0.8</u>	<u>0.8</u>	<u>NA</u>
<b>Schools Subtotal</b>	<b>\$160.2</b>	<b>\$166.8</b>	<b>\$6.6</b>	<b>4.1%</b>
<b>Total General Fund</b>	<b>\$519.5</b>	<b>\$534.8</b>	<b>\$15.3</b>	<b>2.9%</b>

The All Funds Proposed Budget, which includes funds that are restricted by legal and regulatory provisions to finance specific activities, is increasing by \$23.1 million or 3.7% to \$653.0 million. The primary drivers of the higher rate of growth in the All Funds Budget are the availability and use of regional transportation funds and increased state aid for education. The Schools Proposed All Fund budget would increase by \$9.1 million or 4.4% and the proposed All Funds Budget for transportation/transit subsidies would increase by \$4.7 million or 30.3%.

## City Manager's Message

### **Significant opportunity for Council and public review and comment**

The Operating Budget and Capital Improvement Program are scheduled for adoption on May 5, 2008. We have budget work sessions planned on each of the major themes of this budget. Council must act by March 15th to establish the maximum real estate tax rate that must be advertised 30 days in advance of a special public hearing to be considered, including any special commercial real estate tax for transportation purposes. Council potential "adds" to the budget of \$50,000 or more are due April 7th. The regular public hearing on the budget will be held April 14th, and the effective real estate tax public hearing will be held on April 22nd. The preliminary add-delete work session will be held on April 28th. Attached to this message is a schedule (page 2-19) for these events.

We look forward to working with City Council and our community in the adoption of the FY 2009 budget.

Sincerely,

James K. Hartmann

# Changes Recommended in City Manager's Alternative Budget

(not in priority order)

**Additional Net Cost of \$6.85 million of Recommended Changes in Alternative Budget**

**TOTAL AMOUNT OF CHANGES RECOMMENDED \$6,848,311**

City -- \$5,425,913

•Schools -- \$1,422,398

•Offsetting Red Light Camera Revenue -- \$450,000

**Personnel Compensation Recommended Changes Total \$3.76 million**

**1.0% Market Rate Adjustment -- \$3,758,968**

•City (and Dash) employees -- \$2,336,570

•Schools employees -- \$1,422,398

**Public Safety and Health Recommended Changes Total \$1.36 million**

## **PUBLIC SAFETY AND HEALTH**

### Fire Department

•Three Shift Safety Officers -- \$342,489

•Bike Medic Team Equipment -- \$13,414

•Emergency Management Planning -- \$200,000

•Depreciation of Grant Funded Equipment -- \$188,259

### Office of Sheriff

•Emergency Response Team -- \$40,000

•Marked Vehicle -- \$2,365

•Lengthen Contract for GED Instructor -- \$7,296

### Police Department

•Red Light Camera Program -- \$675,000 Gross; \$225,000 Net

•Gridlock Reduction Intervention Program (GRIP) -- \$150,000

•Elementary School Resource Officer -- \$77,000

### Health Department

•Emergency Planner -- \$113,867

## **CARING COMMUNITY**

### Department of Human Services

•Child Care Fee System Waiting List -- \$591,269

### Mental Health/Mental Retardation and Substance Abuse

•Infant Development Specialist -- \$60,500

### Housing Office

•Housing Opportunities Fund -- \$100,000

**Caring Community Recommended Changes Total \$0.75 million**

# Changes Recommended in City Manager's Alternative Budget

(not in priority order)

## Economic Development and Sustainability Recommended Changes Total \$0.65 million

### ECONOMIC DEVELOPMENT AND SUSTAINABILITY

#### Planning and Zoning Department

- Historic Preservation Positions -- \$169,278
- Neighborhood Planning and Community Development Positions -- \$235,021

#### Alexandria Convention and Visitors Association

- Regional Marketing Initiatives -- \$100,000

#### Alexandria Economic Development Partnership

- Regional Marketing Initiatives -- \$93,000
- Consultant Services/Marketing, Graphics Arts -- \$50,000

## Other Recommended Changes Total \$0.33 million

### OTHER RECOMMENDED CHANGES

#### Recreation, Parks and Cultural Affairs Department

- Brenman Park Storm Water Pond Maintenance -- \$20,000
- Stream Bank Mowing Reduction -- \$30,000
- Aquatics Positions -- \$45,446

#### Office of Real Estate Assessments

- Appraiser Statistician Position -- \$60,138

#### Non Departmental Budget

- City Council Contingent Reserves -- \$175,000

## Changes Recommended in City Manager's Alternative Budget

### PUBLIC SAFETY AND HEALTH CHANGES RECOMMENDED

#### Fire Department Alternative Budget Recommendations (\$744,163)

Activity	Option	FY 2009 Impact
<b>Various</b>	<i>Three Shift Safety Officers</i>	<b>+3.0 FTE's</b> <b>\$342,489</b>
<p>Currently, the Fire Department has one Safety Officer who handles all safety and health related duties for the entire department. A partial list of the Safety Officer's duties includes: responding to incidents, accidents, and other related events within the City and providing an "eyes and ears" for the commanding officer on site, investigating health and safety issues within the workplace, following up on accidents and crashes and assuming responsibility for liability claims as they relate to the department, and managing the FIRE/EMS annual medical examination program. The addition of three safety officers at the Fire Captain level would allow coverage for each fire suppression shift. The estimated total cost includes the salary and benefits, vehicles, and other equipment. The cost would be partially offset by lower workers' compensation costs of approximately \$60,000 associated with reduced job injuries.</p>		
<b>Special Events Support</b>	<i>Bike Medic Team Equipment</i>	<b>\$13,415</b>
<p>The EMS bicycle medical team was created to provide better medical coverage at distance-run races held in the City. Over time, the team has become an integral component of the ever growing number of special events in the City. The medical team attended 22 special events during FY 2007. This request would allow the deployment of up to six medics (three teams) simultaneously to one or multiple events. Currently, EMS is limited to only four medics (two teams) at a time. The request includes two new bicycles and associated equipment.</p>		
<b>Emergency Planning</b>	<i>Emergency management planning</i>	<b>\$200,000</b>
<p>This funding would be used to continue the update of the City's Emergency Operations Plan with the help of consulting firms. In FY 2009, the focus will be on the Mitigation and Prevention program and the development of Continuity of Operations Plans and Continuity of Government Plans for the City. There was a one-time supplemental of \$200,000 in FY 2008. This supplemental would continue development of the EOP for another year.</p>		
<b>Various</b>	<i>Depreciation of Grant Funded Equipment</i>	<b>\$188,259</b>
<p>This funding would allow the department to begin depreciating grant funded equipment acquired since 2003 for purposes of replenishing the vehicle replacement account. The department has not depreciated the equipment in the past, but it will eventually need to be replaced. The grant funded equipment includes two Hazmat Units acquired in FY 2003, an Air/Light unit acquired in FY 2006, and a Medical Support Unit acquired in 2006. All units are scheduled to be replaced after 12 years. The depreciation schedules have been condensed to reflect the actual projected years until replacement.</p>		

#### Office of Sheriff Alternative Budget Recommendations (\$49,661)

Activity	Option	FY 2009 Impact
<b>Security Operations</b>	<i>Emergency Response Team</i>	<b>\$40,000</b>
<p>The Sheriff's Office is in the process of creating a Sheriff's Emergency Response Team (SERT). The team's members will be trained to respond to high risk or emergency situations inside the Detention Center. This includes the cost of equipment including protective helmets, gloves, and shields (\$15,000), and quarterly training (\$25,000).</p>		
<b>Fleet and Uniform Management</b>	<i>Marked Vehicle</i>	<b>\$2,365</b>
<p>The Sheriff's Office has assigned one Deputy Sheriff as a Community Resource Deputy, responsible for interacting with Community Organizations and participating in City special events. The Deputy requires the assignment of a dedicated vehicle to furnish a base of operations. The Sheriff's Office would like to retain one of its vehicles which would ordinarily be retired. The General Fund impact of \$2,365 consists of fuel and upkeep for the vehicle. This would expand the size of the Sheriff's fleet by one vehicle. When this vehicle needs to be replaced the cost would be approximately \$32,000 and the annual depreciation amount would be around \$4,600 based on current prices.</p>		
<b>Inmate Programs</b>	<i>Lengthen Contract for GED Instructor</i>	<b>\$7,296</b>
<p>The Office of Sheriff has one GED instructor on contract for 180 days. Approval of the supplemental would lengthen the position to 240 days, enabling the instructor to increase the time spent preparing inmates for their GED testing.</p>		

## Changes Recommended in City Manager's Alternative Budget

### Police Department Alternative Budget Recommendations (\$902,000 Gross; \$452,000 Net of Revenues)

Activity	Option	FY 2009 Impact
Traffic and Parking	<i>Red Light Camera Program</i>	\$675,000
Add back the Red Light Camera Program. Assuming revenues of \$450,000, the net fiscal impact would be \$225,000.		
Traffic and Parking	<i>GRIP</i>	\$150,000
Add back Gridlock Reduction Intervention Program ( GRIP).		
School Resource Officer	<i>School Resource Officer</i>	\$77,000
Add back elementary School Resource Officer.		

### Health Department Alternative Budget Recommendation (\$113,867)

Activity	Option	FTE	FY 2009 Impact
Emergency Preparedness	<i>Emergency Planner</i>	1.0	\$113,867
The Health Department requested an additional FTE to serve as the Director, Office of Emergency Preparedness & Response. This City-funded position would support two federally-funded positions, an Emergency Planner and a Medical Reserve Corps Coordinator. Due to revenue constraints, this is not included in the City Manager's proposed budget. If additional resources are available, this is a recommended supplemental request.			

### CARING COMMUNITY CHANGES RECOMMENDED

### Department of Human Services Alternative Budget Recommendation (\$591,269)

Activity	Option	FTE	FY 2009 Impact
Early Child Care	<i>Fee System Waiting List</i>	1.0	\$591,269
Based on current demand, if additional resources are available the City Manager's recommends continuing the Social Worker and \$500,000 added to the DHS budget in FY 2008.			

### Mental Health/Mental Retardation/Substance Abuse Department Alternative Budget Recommendation (\$60,500)

Activity	Option	FTE	FY 2009 Impact
Parent-Infant Education	<i>Infant Development Specialist</i>	1.0	\$60,500
The Department requested a new position for the Parent-Infant Education (PIE) Program, which provides early intervention services to at-risk children and their families. Currently, 4.0 FTEs serve 342 children annually. Federal and State requirements for the provision of services, combined with increasing caseloads and more complicated cases, have increased the demands upon this program. Recently, Alexandria's PIE Program was ranked 40th out of 40 programs in the State. Due to revenue constraints, this is not included in the City Manager's proposed budget. If additional resources are available, this is a recommended supplemental request.			

### Housing Office Alternative Budget Recommendation (\$100,000)

Activity	Option	FY 2009 Impact
Lending	<i>Reduction to Housing Opportunities Fund (HOF)</i>	-\$100,000
The City contributes \$300,000 to the HOF from the General Fund, in addition to the HOME grant of \$240,000 and HOME match of \$60,000. The match is required for the grant, however, the additional \$300,000 is not. Therefore, \$100,000 of the City's General Fund contribution towards the HOF will be eliminated in the City Manager's proposed budget, but is recommended to be restored if additional resources are available in the City Manager's alternative budget.		

## Changes Recommended in City Manager's Alternative Budget

### ECONOMIC DEVELOPMENT AND SUSTAINABILITY RELATED CHANGES RECOMMENDED

#### Planning and Zoning Department Alternative Budget Recommendations (\$404,299)

Activity	Option	FY 2009 Proposed
<b>Historic Preservation</b>	<i>Historic Preservation Positions</i>	<b>2 FTE's</b> <b>\$169,278</b>
<p>The request is for one Urban Planner I to be converted from a part-time temporary position, and one new Urban Planner II. The Historic Preservation activity has approximately 1,000 docket items heard annually by the Parker-Gray Historic District and the Old and Historic District Boards of Architectural Review (BARs). The Historic Preservation section is also taking the lead in implementing a number of new initiatives that are raising the visibility of historic preservation in the City. The new positions would help to mitigate the increasing workload. Due to revenue constraints, this is not included in the City Manager's proposed budget. If additional resources are available, this is a recommended supplemental request in the City Manager's alternative budget.</p>		
<b>Small Area Plans</b>	<i>Neighborhood Planning &amp; Community Development Positions</i>	<b>2 FTE's</b> <b>\$235,021</b>
<p>The request is for one new Principal Planner and one Urban Planner III to be converted from a part-time temporary position. This division is responsible for work related to large-scale projects such as Small Area Plans (SAPs) for Braddock Road, Landmark/Van Dom and Wayfinding, as well as smaller plans including the Infill Task Force, Parking Study and King Street Retail. With current staff, the division is able to work on only two major plans and a few select smaller plans at one time. The new positions will be used to create teams with skilled and experienced leaders giving the chief time to manage and plan strategically so the division can manage up to 3 major plans at a time, as well as smaller studies or requests. Due to revenue constraints, this is not included in the City Manager's proposed budget. If additional resources are available, this is a recommended supplemental request in the City Manager's alternative budget.</p>		

#### AEDP Alternative Budget Recommendations (\$143,000)

Agency	Supplemental Request	FY 2009 Proposed
<b>AEDP</b>	<i>Marketing Initiatives</i>	<b>\$93,000</b>
<p>The Mayor's Economic Development Sustainability Work Group recommended a more aggressive marketing program that should be more targeted, reach out to more potential users in more markets and with an expanded marketing budget for business recruitment. These proposed increases will respond to those recommendations by providing resources to develop a more robust overall marketing program. A portion of the funding will allow AEDP to participate with the Virginia Economic Development Partnership on an increased number of marketing missions, initiate our own missions to targeted businesses and site selection consultants, as well as attend targeted business trade shows and events. The additional resources in the area of marketing research will assist in developing critical intelligence in areas such as trends, emerging companies and in real estate availability.</p>		
<b>AEDP</b>	<i>Consultant Services - Marketing, Graphic Arts</i>	<b>\$50,000</b>
<p>There is an anticipated need for consulting services in the areas of marketing, graphic arts, as well as business retention and expansion. This will respond to the Mayor's Economic Sustainability Work Group's findings for the need for industry based research that will analyze trends in selected economic sectors, research retail issues such as leakage and specific retail needs within the community. There is also a need to assist in the creation of updated marketing materials, especially in the area of Graphic Art design and production that will correspond to and drive interested parties to the redesigned AEDP website.</p>		
<b>ACVA</b>	<i>Regional Marketing Initiative (Level III)</i>	<b>\$100,000</b>
<p>In the event that additional resources are available, an additional \$100,000 is recommended to fund the Regional Marketing Initiative to bring the total amount available to \$300,000.</p>		

#### ACVA Alternative Budget Recommendations (\$100,000)

## Changes Recommended in City Manager's Alternative Budget

### OTHER CHANGES RECOMMENDED

#### Department of Recreation, Parks and Cultural Affairs Alternative Budget Recommendations (\$95,446)

Activity	Option	FTE's	FY 2009 Impact
<b>Park Operations</b>	<i>Brenman Storm Water Pond Maint.</i>		<b>\$20,000</b>
<p>The RPCA budget for cleaning the Brenman storm water retention pond was reduced by \$20,000 in the City Manager's Proposed Budget. By restoring this funding, the Department can continue to operate on a three times per week cleaning schedule as opposed to the proposed twice a week schedule.</p>			
<b>Natural Resource Mgmt</b>	<i>Stream Bank Mowing Reduction</i>		<b>\$30,000</b>
<p>The City Manager's Proposed Budget reflects a reduction in \$30,000 for mowing services at certain City parklands located on or around stream banks. By restoring this funding, the Department will continue to mow these areas on a 7-14 day schedule during summer months as opposed to the 14-21 day proposed schedule.</p>			
<b>Other Rec Programming</b>	<i>Aquatics Positions</i>	<b>1.05</b>	<b>\$45,446</b>
<p>Funding for two aquatics program positions was eliminated in the FY 2009 City Manager's Proposed Budget. Restoration of this funding would result in a budget increase of \$45,446 and a staffing increase of 1.05 FTE's. This action would eliminate the anticipated service reduction in the aquatics program caused by this cut.</p>			

#### Office of Real Estate Assessments Alternative Budget Recommendation (\$60,138)

Activity	Option	FY 2009 Proposed
<b>Assessment Administration</b>	<i>Appraiser Statistician Position (+1.0 FTE)</i>	<b>\$60,138</b>
<p>This position was eliminated in the City Manager's Proposed budget. If funding for this position is restored, Real Estate Assessments will be able to produce more close to value assessments in areas where the market impact on the value of specific property variables can be determined. The greater the accuracy of the data, the closer to 100 percent to the Fair Market Value the assessments fall.</p>		

#### City Council Contingent Reserve (Non Departmental) Alternative Budget Recommendation (\$175,000)

Activity	Option	FY 2009 Impact
<b>Contingent Reserves</b>	<i>Undesignated</i>	<b>\$175,000</b>
<p>This funding will bring the proposed contingent reserves total to \$375,000, to address additional City needs that Council may wish to fund.</p>		

# Reductions Recommended in City Manager's Proposed Budget

(not in priority order)

**Reductions Recommended  
Total \$4.7 million**

**TOTAL AMOUNT OF REDUCTIONS RECOMMENDED -- \$4,663,732**

**Public Safety, Health and  
Administration of Justice  
Reductions Total  
\$1.3 million**

## **PUBLIC SAFETY, HEALTH AND ADMINISTRATION OF JUSTICE**

### Fire

- Depreciation of Grant Funded Equipment -- \$188,259

### Office of Sheriff

- Increased Vacancy Savings -- \$70,000

### Police Department

- Red Light Camera Program -- \$675,000 Gross; \$225,000 Net
- Gridlock Reduction Intervention Program (GRIP) -- \$150,000
- Elementary School Resource Officer -- \$77,000
- Fleet Savings and Travel Reductions -- \$43,000

### Health Department

- Vacant Laboratory Supervisor Position -- \$35,395
- Part-time Public Health Nurse -- \$17,619
- Vacant Store Room Position -- \$5,675
- Printing and Supply Costs -- \$5,000

### Circuit Court

- Miscellaneous Non-Personnel -- \$19,501

### Court Services Unit

- Professional Fees for Evaluations -- \$14,000

## **CARING COMMUNITY**

### Department of Human Services

- Child Care Fee System Waiting List -- \$891,269
- Companion Services -- \$50,000
- Dental Care Client Payments -- \$37,500
- In-House Psychologist -- \$20,000
- Campagna Kids Summer Program -- \$90,000
- Rent Relief Payments -- \$2,823

### Housing Office

- Housing Opportunities Fund -- \$100,000

**Caring Community  
Recommended Reductions  
Total \$1.4 million**

# Reductions Recommended in City Manager's Proposed Budget

(not in priority order)

## General Government Recommended Reductions Total \$0.9 million

### Department of Mental Health/Mental Retardation/Substance Abuse

- Prescription Costs -- \$100,000
- Discontinue Shuttle Service to 4480 King St. -- \$78,000
- Vacant Telephone Operator Position -- \$42,500
- Reduced Commitment Hearing Costs -- \$7,673

### **GENERAL GOVERNMENT**

#### Information Technology Services

- AJIS Maintenance Support -- \$20,000
- Back-up / Restore Tapes -- \$12,000
- City IT Class Instructors -- \$5,000
- ITS Customer Satisfaction Survey -- \$15,000
- Books and Publications -- \$5,000
- Network Operations Center Positions -- \$145,053

#### Office of Management and Budget

- Printing -- \$8,000
- Temporary Services -- \$16,000

#### General Services Department

- Printing and Mail Services Reorganization -- \$87,000
- Auto Parts Contract Costs -- \$60,000
- Reduced Energy Consumption -- \$52,000
- Modified Staff Hours to Reduce Overtime -- \$31,000
- Auto Body Contract -- \$24,000
- Car Wash Contract -- \$12,000

#### Finance Department

- City Investment Services Fees -- \$40,000
- Printing Costs -- \$5,000
- Decal Return Processing -- \$2,000

#### Citizen Assistance

- Professional Services -- \$6,500

#### Personnel Services Department

- Personnel Services Customer Satisfaction Survey -- \$15,000

**Reductions Recommended in City Manager's Proposed Budget**  
(not in priority order)

Real Estate Assessments Office

- Appraiser/Statistician Position -- \$60,138

Office of Voter Registration and Elections

- Repair Costs of Voting Machines -- \$5,002

City Manager's Office

- Vacant Business Facilitator Position -- \$122,764

Non-Departmental

- City Council Contingent Reserves -- \$175,000

**RECREATION AND CULTURE**

Recreation, Parks, and Cultural Affairs

- Brenman Storm Water Pond Maintenance -- \$20,000
- Stream Bank Mowing Reduction -- \$30,000
- Virginia Scottish Games -- \$5,000
- Vacant Lee Center Custodian -- \$56,805
- IT Supplies -- \$13,000
- Overtime -- \$35,000
- Vacant Charles Houston Custodian -- \$50,559
- Chinquapin Part-time Aquatics Positions -- \$45,446
- Brochure Production -- \$40,000

Library

- Reduced Gas Expenditures -- \$7,500
- Eliminate Caps on Fines -- \$12,000

**Recreation and Culture  
Recommended Reductions  
Total \$0.3 million**

**Transit Services  
Recommended Reductions  
Total \$0.2 million**

**TRANSIT SERVICES**

- DOT Paratransit Administrative Service Charge -- \$70,000
- Metrobus Service -- \$158,200

**Tax Relief Recommended  
Reductions Total \$0.5  
million**

**TAX RELIEF**

Non Departmental

- Affordable Home Ownership Program Grants -- \$476,450

# City Council Schedule for Budget Work Sessions, Public Hearings and Budget Adoption

**All sessions at 7:00 pm in Sister Cities Conference Room 1101 in City Hall (unless otherwise noted)**

- Tuesday, February 12, 2008 – Introduction and Presentation of Budget (7:00 pm City Council Chambers, City Hall)
- Wednesday, February 13, 2008 – Work Session on Revenues
- Wednesday, February 20, 2008 – Work Session on Employee Compensation
- Monday, February 25, 2008 – Work Session on Capital Improvement Program
- Monday, March 3, 2008 – Joint Work Session with School Board on ACPS Budget (7:30 pm T.C. Williams High School Rotunda Room)
- Monday, March 10, 2008 – Work Session on Development-Related Programs and Activities
- Tuesday, March 11, 2008 – Work Session with AEDP and ACVA (5:00 pm City Council Work Room, 2<sup>nd</sup> Floor, City Hall)
- Tuesday, March 18, 2008 – Work Session on Transportation and Transit Programs and Activities
- Monday, April 1, 2008 – Work Session on Public Safety and Administration of Justice Programs and Activities
- Monday, April 7, 2008 – Work Session on Caring Community and Other Programs and Activities
- Monday, April 14, 2008 – Budget Public Hearing (4:00 pm City Council Chambers, 2<sup>nd</sup> Floor, City Hall)
- Wednesday, April 16, 2008 – Work Session on Budget and Fiscal Affairs Advisory Committee Report
- Tuesday, April 22, 2008 – Effective Tax Rate Public Hearing (7:00 pm City Council Chambers, City Hall)
- Monday, April 28, 2008 – Work Session on Preliminary Adds/Deletes
- Monday, May 5, 2008 – Work Session on Final Adds/Deletes (6:00 pm City Council Work Room, 2<sup>nd</sup> Floor City Hall)
- Monday, May 5, 2008 – Special Legislative Meeting for Adoption of Operating Budget and Capital Improvement Program (7:00 p.m. City Council Chambers, City Hall)

# City Manager's Message



# FY 2009 Budget Overview

## Budget Overview

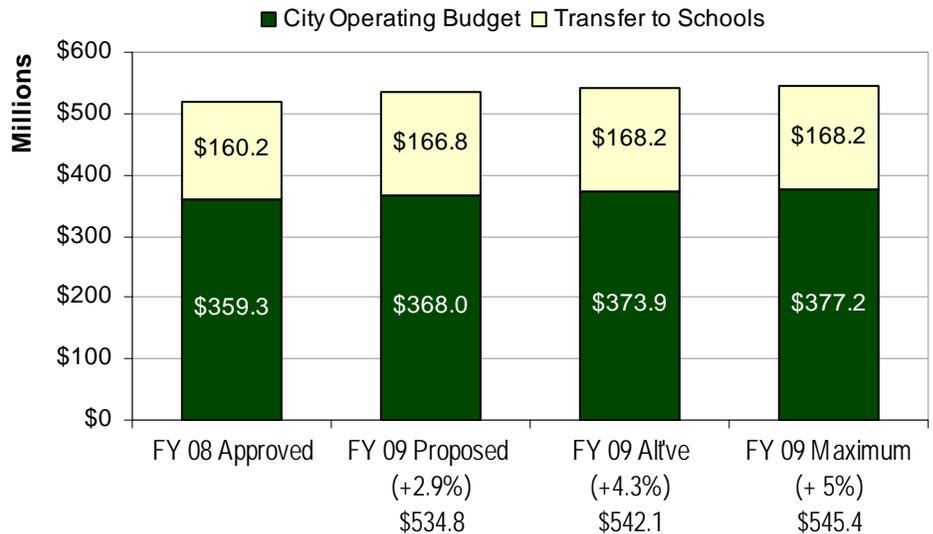
### Budget Guidance for FY 2009

On November 27, 2007, the City Council passed a resolution establishing budget guidance for the City Manager and Schools to meet for FY 2009. The budget guidance limits the amount expenditures may increase over FY 2008 levels to a maximum of 5.0%. The initial City Manager Proposed Budget also may not propose any increase in the real estate tax rate.

The Proposed General Fund Operating Budget of \$534.8 million is 2.9% above last year's Approved Budget.

The Alternative Budget of \$542.1 million is 4.3% above last year's budget, but \$3.3 million below the maximum budget rate of growth established by City Council.

### FY 2009 Budget Guidance



# FY 2009 Budget Overview

## Budget Overview

### Revenues

Assuming no change in the real property tax rates, total FY 2009 General Fund revenues are expected to increase 2.9% compared to FY 2008 Approved revenues.

FY 2008 projected revenues at this time appear to be almost unchanged from the FY 2008 Approved Budget.

Millions of Dollars

	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	%Change 08 Approved/ 09 Proposed*
Real Property Taxes	\$278.2	\$282.3	\$288.3	3.7%
Other taxes	153.7	151.5	154.6	0.6%
Non-tax revenue	31.2	29.5	32.9	5.5%
Federal & State Revenue	53.2	53.3	52.3	-1.5%
Prior Year Surplus & Transfers	3.3	3.9	6.6	100.7%
<b>Total</b>	<b>\$519.5</b>	<b>\$520.4</b>	<b>\$534.8</b>	<b>2.9%</b>

\* The total change from FY 2008 Projected Revenues is 2.8%

**Real property taxes** are taxes on residential and commercial real estate.

**Other taxes** include the personal property tax, the 1% sales tax, utility taxes, business license (BPOL) gross receipt taxes, transient lodging taxes, and others.

**Non-tax revenue** includes fines and forfeitures such as parking fees, and charges for services, such as solid waste fees.

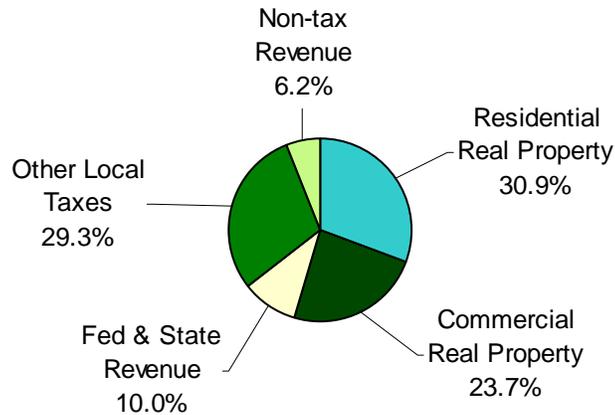
**Federal & State revenue** is aid from the federal government and the Commonwealth of Virginia which goes into the City's General Fund and is not generally restricted to special activities. Federal and state revenue which is restricted is budgeted in the City's Special Revenue Fund.

# FY 2009 Budget Overview

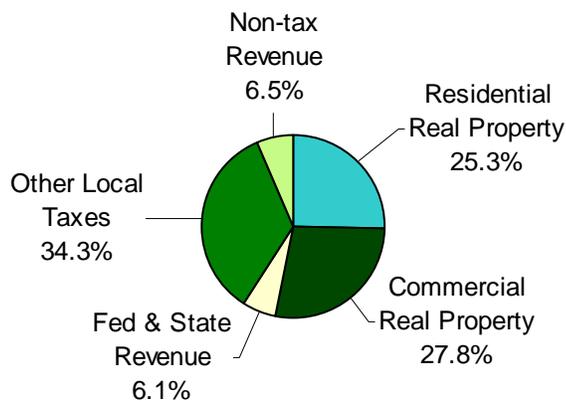
In Fiscal Year 2009, about 55% of total General Fund revenues are expected to come from real estate taxes. 31% of total revenues come from residential real estate taxes. This is a drop-off of 1% from the FY 2008 level of 32%, and the second year in a row that the percentage of revenues coming from residential property owners has declined from its peak of 34% in FY 2007.

In Fiscal Year 1991, about 53% of General Fund revenue came from real estate taxes, but the amount of total revenues from residential real estate taxes was only 25%. Commercial property provided proportionally more in real estate tax revenues at that time.

## FY 2009 Proposed General Fund Revenue \$528.2 million\*



## FY 1991 General Fund Revenue \$221.7 million\*



A comparison of the sources of General Fund Revenue in FY 1991 and FY 2009 reveals two major changes. Rapidly increasing residential real estate assessments, the increasing population, and the increased number of homes have increased the share that residential real property taxes contribute toward total City revenues. Federal and state revenue have also increased as a percentage of revenues in part because the Commonwealth of Virginia now picks up a large portion of the Car Tax. Last year, the State paid 69% of eligible car taxes. That percentage will likely remain flat in FY 2009.

\*Does not include prior-year surplus & transfers.

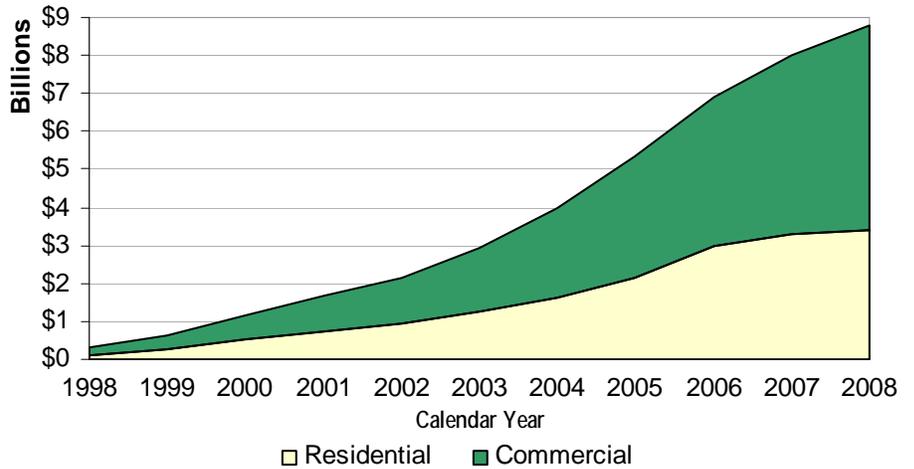
# FY 2009 Budget Overview

A significant portion of the total 4.0% increase in the total overall value of real property is due to new construction in Alexandria.

Without this new construction, taxes would either be higher, or City services lower.

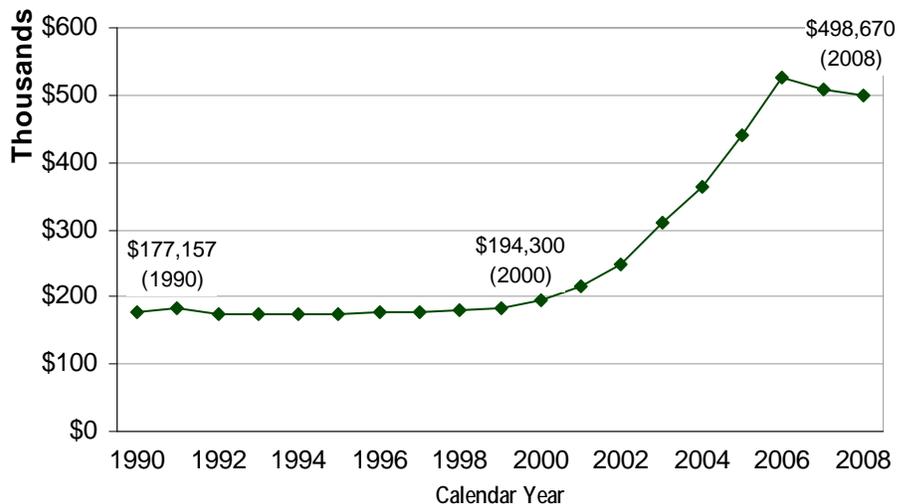
After remaining mostly flat during the 1990's, since 2000, the average assessed value of a home in Alexandria has increased by over two and one half times. The average assessed value declined 2.9% in CY 2007 and another 1.9% in CY 2008.

**Cumulative Increase in Real Property Tax Base Attributable to New Construction Since 1998**



As of 2008, the value of the tax base contributed by new construction each year since 1998 totals \$8.8 billion or 24.8% out of a total real property tax base of \$35.55 billion.

**Average Residential Assessed Value Since 1990**



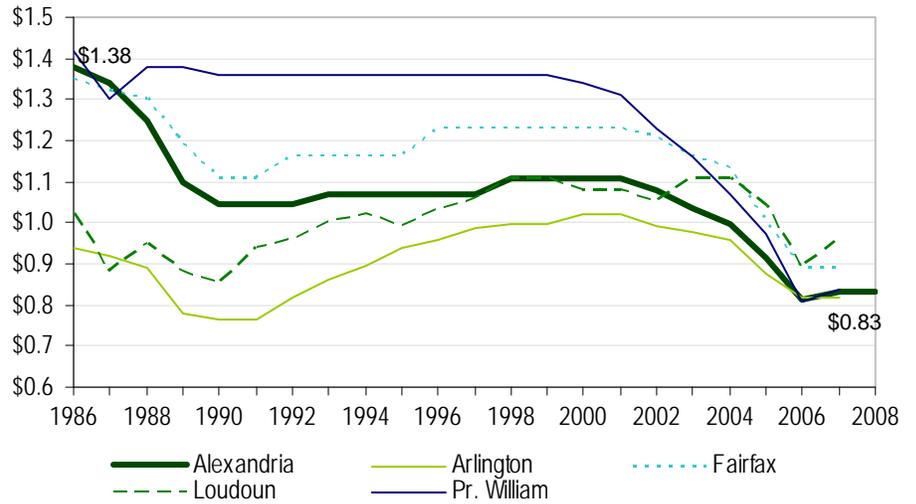
# FY 2009 Budget Overview

In 1986, Alexandria had the second highest real estate tax rate in Northern Virginia. By 2003, it had the second lowest rate and has since had one of the lowest real estate tax rates in the region.

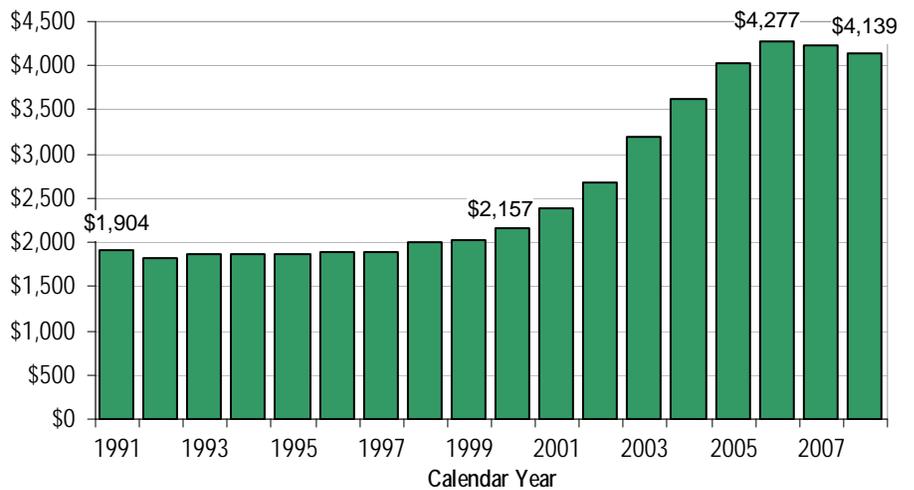
Pursuant to Council guidance, no change is proposed in this rate for CY 2008 in the City Manager's Proposed Budget.

Due to lower residential real estate values, the average residential tax bill will decrease by about \$80 or 1.9% under the City Manager's Proposed Budget.

Real Estate Tax Rate  
Cents Per \$100 of Assessed Value



Average Residential Tax Bill



# FY 2009 Budget Overview

**The City of Alexandria has a variety of programs to provide tax relief to seniors and citizens with low and moderate income and to provide affordable housing assistance.**

**These programs served over 2,400 homeowners or about 6% of Alexandria homeowners last year. In FY 2009, we anticipate approximately 450 fewer AHOP participants.**

**One way to measure the relative local tax capacity and tax burden of a community is to measure the ratio of local personal income to local taxes and other revenue sources.**

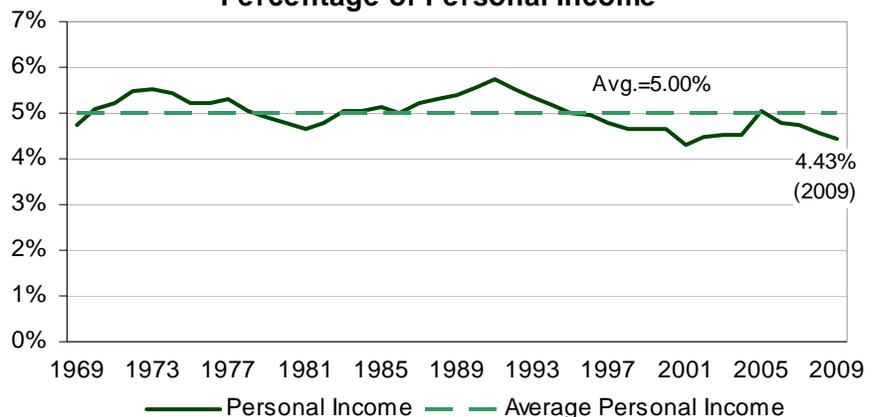
**The FY 2009 proposed budget is slightly below the long-term historical average of 5.00% of local personal income.**

**Affordable Home Ownership Preservation Grant Program (AHOP).** To help low and moderate income homeowners keep up with rising real estate taxes, in the FY 2005 budget the City established the Affordable Home Ownership Preservation Grant Program (AHOP). Residents meeting the program's income and wealth qualifications may apply for grants of up to \$1,200 to defray the cost of rising real estate assessments. In 2007, an average of over \$700 was provided to over 1,300 AHOP grantees for a total of about \$1.1 million in grants. This program is being reduced in scope in CY 2008 by lowering the maximum household income level to \$72,000 and restricting the program to those who participated in CY 2007.

**Real Estate Tax Relief Program for the Elderly or Disabled.** To counter the cost of real estate taxes for people with fixed incomes, the City has established a program to fully or partly exempt elderly or disabled homeowners in Alexandria, based on an income limit and age. In FY 2009, an estimated \$3.7 million is set aside for this program.

**Other Affordable Housing Programs.** Beginning in FY 2006, the City set aside 1 cent of total real estate tax revenues for new affordable housing initiatives. This set aside is now equal to about \$3.5 million in FY 2009. Other housing programs offer interest free second mortgages to serve as down payments for residents purchasing property and subsidize reduced interest rates for first time homebuyers. Through the Home Rehabilitation Loan Program, low and moderate income residents may also get aid for correcting code violations and structural problems in their primary residences.

**General Fund Revenue from Local Sources as a Percentage of Personal Income**

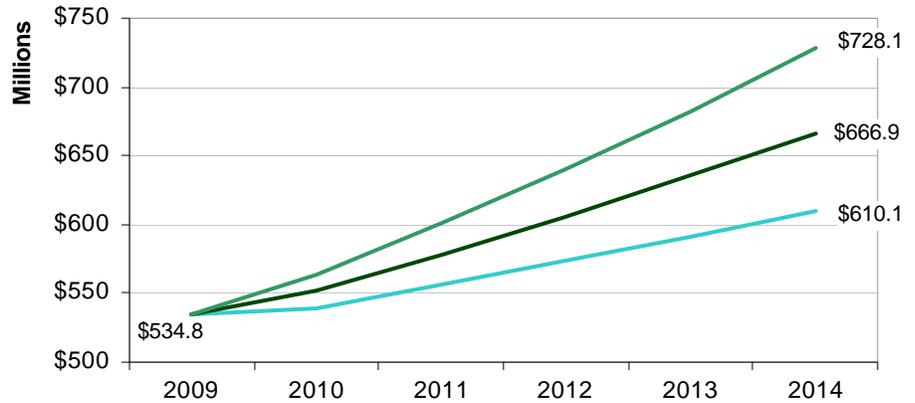


The chart above reflects the effect on taxes of the dip in the Alexandria real estate market in the 1990's, the subsequent recovery during the real estate boom through FY 2006, and the recent slowdown real estate market.

# FY 2009 Budget Overview

## General Fund Revenue Outlook

**Projected Revenue Growth Under Low, Medium, and High Forecasts**



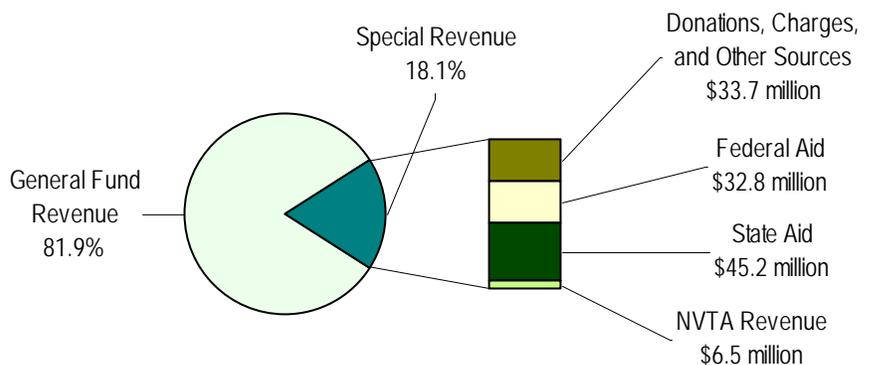
Due to Virginia laws, which limit the City's ability to expand its revenue base, for the foreseeable future the City will need to continue to rely on real property tax revenues for the majority of General Fund revenue. Without changes in tax rates, total General Fund revenue is projected to grow approximately between 2.7% to 6.4% per year, with 4.5% per year in the mid-range scenario.

## Special Revenue Funds

General Revenues and Special Revenues together make up the total operating budget of the City of Alexandria.

Special Revenue Funds account for revenue derived from specific sources that are restricted by legal and regulatory provisions to finance specific activities. In FY 2009, special revenues are estimated to increase \$7.8 million or 7.1%, mostly due to State Aid to the Schools and Northern Virginia Transportation Authority revenues.

**Total Projected Revenues  
FY 2009: \$653.0 million**



Total Projected FY 2009 Special Revenues are \$118.2 million

# FY 2009 Budget Overview

## Expenditures

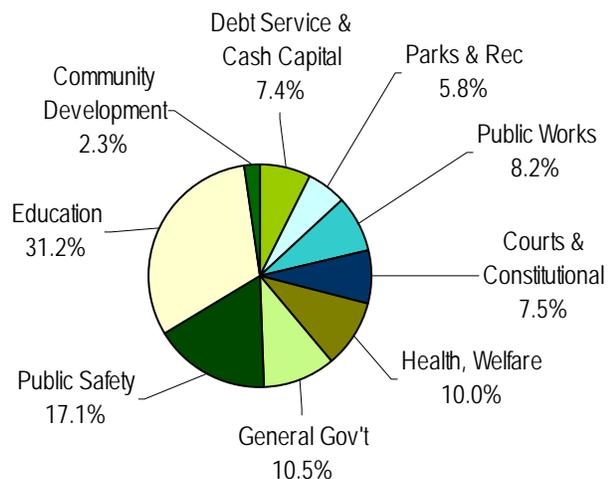
**General Fund expenditures are proposed to increase by 2.9% over the FY 2008 Approved Budget.**

**The transfer to the Schools operating budget would increase 4.1%; the rest of the City budget would increase 2.4%.**

**Spending on education and public safety (Police and Fire) makes up almost half of the General Fund expenditures (about 48%). When the Office of Sheriff (a constitutional officer) is included, the percentage is over 53%.**

Millions of dollars	General Fund Budget		
	FY 2008 Approved	FY 2009 Proposed	% Change FY 08-09
Education	\$160.3	\$166.8	4.1%
City Managed Budget			
Public Safety	88.6	91.4	3.2%
General Government	54.7	56.2	2.7%
Health & Welfare	52.9	53.7	1.5%
Public Works	42.7	43.8	2.5%
Courts & Constitutional Officers	38.2	40.1	4.9%
Cash Capital & Debt Service	40.6	39.4	-2.9%
Parks, Recreation & Culture	30.0	30.9	3.0%
Community Development	11.6	12.5	8.5%
<i>Subtotal City Managed Budget</i>	359.2	368.0	2.4%
<b>Total</b>	<b>\$519.5</b>	<b>\$534.8</b>	<b>3.0%</b>

## Where the General Fund Money Goes FY 2009: \$534.8 million



# FY 2009 Budget Overview

A brief guide to the departments and page references to detailed descriptions of the departments in the Proposed Operating Budget is included below:

**Section IX (Also see the School Board's Approved Operating Budget)**

- **Education** includes the Alexandria City Public Schools.

**Section VIII**

- **Public Safety** includes the Fire and Police Departments.

**Section VII**

- **General Government** includes, among other departments, Office of Communications, General Services, Finance, Personnel Services, and Real Estate Assessments.

**Section VIII**

- **Public Works** includes the Department of Transportation and Environmental Services, which maintains City streets and the City sanitary and sewer system. Transit subsidies to WMATA (METRO rail and METRO bus system), DASH, the City's bus system, and Virginia Rail Express (VRE) are also included in "Public Works."

**Section VI**

- **Courts and Constitutional Officers** includes departments with elected officials such as the Office of Sheriff, which manages the Alexandria Detention Center, the Commonwealth's Attorney, the Clerk of Courts, and the Registrar of Voters.

**Section VIII**

- **Parks & Recreation** include the Office of Historic Alexandria, the Alexandria Library system, and the Department of Recreation, Parks, and Cultural Activities, which manages the City's parks and manages youth programs.

**Section VII (Non-Departmental)**

- **Debt Service & Cash Capital.** Debt Service is the amount the City repays in principal and interest on outstanding bonds issued for infrastructure improvements. Cash Capital represents funds in the current operating budget designated for capital improvements.

**Section VIII**

- **Health & Welfare** includes the Health Department, the Department of Human Services, and the Department of Mental Health, Mental Retardation, and Substances Abuse.

**Section VIII**

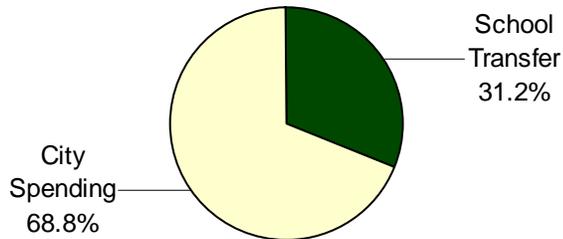
- **Community Development** includes the Departments of Housing, Economic Development, and Planning and Zoning, as well as the City's economic development agencies.

# FY 2009 Budget Overview

## General Fund Expenditures by Type

City Operations account for 69% of General Fund expenditures and the transfer to Schools account for 31%.

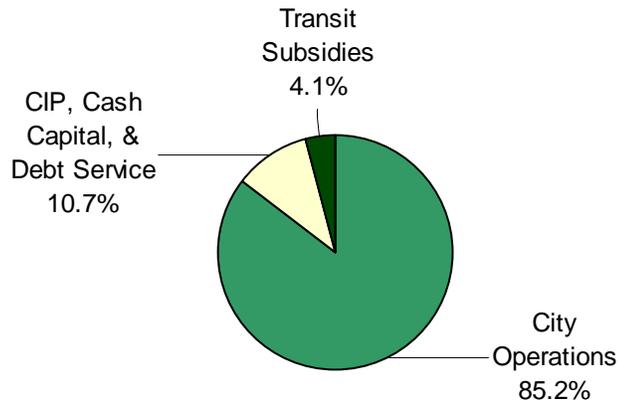
### General Fund Expenditures \$534.8 Million



Under the proposed budget for FY 2009, the City would transfer \$166.8 million of its General Fund revenue to the Alexandria School System, not including spending on School capital improvement projects, or for School related debt service.

After transfers to the Alexandria School System, the remaining General Fund expenditures of \$368.0 million are divided among City operations, funding for the Capital Improvement Program, Cash Capital and Debt Service, and funding for transit programs such as DASH, Metro buses and rails.

### General Fund Expenditures Excluding School Transfers \$368.0 Million



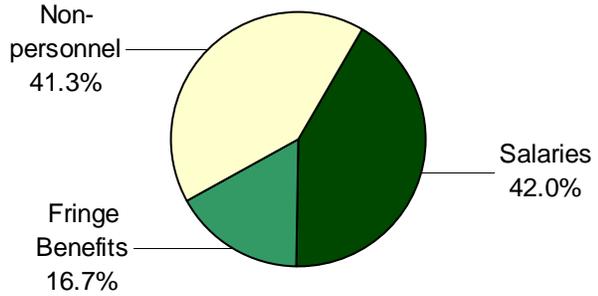
Cash Capital and Debt Service account for \$39.4 million.

Transit expenditures (\$15.2 million) include City funding for DASH (Alexandria's bus service) and for contributions to the Washington Metropolitan Area Transit Authority (WMATA) which runs the Metrobus and Metrorail system.

# FY 2009 Budget Overview

Once transit subsidies and cash capital & debt service are removed, approximately 59% of the budget is devoted toward salaries and fringe benefits.

## General Fund Expenditures (less Schools, Transit, Cash Capital & Debt Service) \$313.4 million



# FY 2009 Budget Overview

## City Personnel & Compensation

The FY 2009 Proposed Budget would decrease the City workforce by a net of 7.9 FTE's.

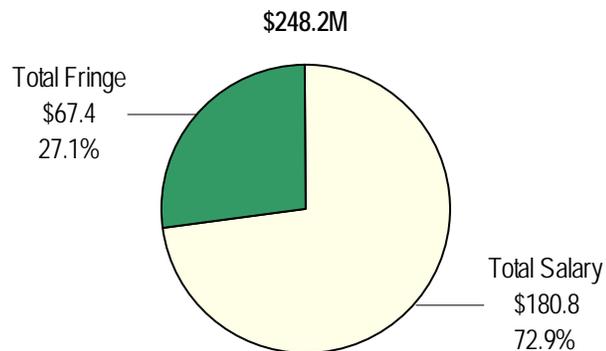
Total compensation increases by 4.1%, driven by merit increases, as well as increases in the employer cost of funding retirement plans.

### FTE Summary

	FY 2008 Amended	New	Deleted	FY 2009 Proposed	# Change	% Change
Full-time Permanent	2,384.0	7.0	(13.0)	2,378.0	(6.0)	(0.3%)
Part-time (FTE)	204.3	0.8	(1.7)	203.4	(0.9)	(0.5%)
Approved Overhire	68.0	0.0	(1.0)	67.0	(1.0)	(1.5%)
<b>Total (FTE)</b>	<b>2,656.3</b>	<b>7.8</b>	<b>(15.7)</b>	<b>2,648.4</b>	<b>(7.9)</b>	<b>(0.3%)</b>

Title	FY 2008 Approved	FY 2009 Proposed	\$Change FY08/09	%Change FY08/09
Total Salary	\$176.9	\$180.8	\$4.0	2.2%
<u>Fringe</u>				
FICA	12.6	12.9	0.3	2.6%
Retirement	28.9	32.7	3.8	13.3%
Health	18.3	19.9	1.6	9.0%
Other*	1.9	1.8	(0.1)	(4.2%)
<b>Total Fringe</b>	<b>61.7</b>	<b>67.4</b>	<b>5.7</b>	<b>9.3%</b>
<b>Total Personnel</b>	<b>\$238.6</b>	<b>\$248.2</b>	<b>\$9.7</b>	<b>4.1%</b>

### FY 2009 All Funds Personnel Budget\*

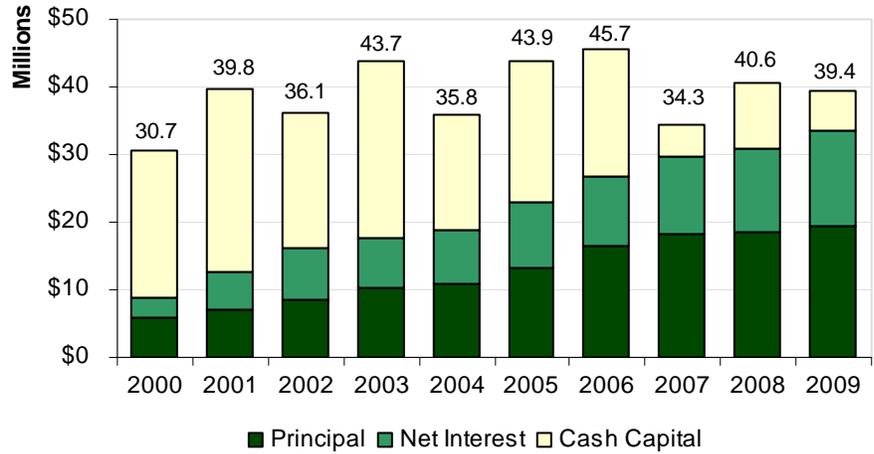


\* Excludes Schools

# FY 2009 Budget Overview

In recent years, the City has increased the number of necessary Capital Improvement Projects, deferred during the tight budgets of the 1990's. This has led to increased debt service costs.

**Debt Service and Cash Capital  
FY 2000 to FY 2009**



- Cash capital payments are made to the Capital Improvement Program fund out of the General Fund on a pay-as-you-go basis.
- Debt service payments are composed of principal and interest payments on past bonds issued to finance capital projects.

# FY 2009 Budget Overview

## Capital Improvement Program Overview

The Capital Improvement Program (CIP) is a six-year plan (FY 2009-2014) that allows the City to build infrastructure improvements lasting multiple years.

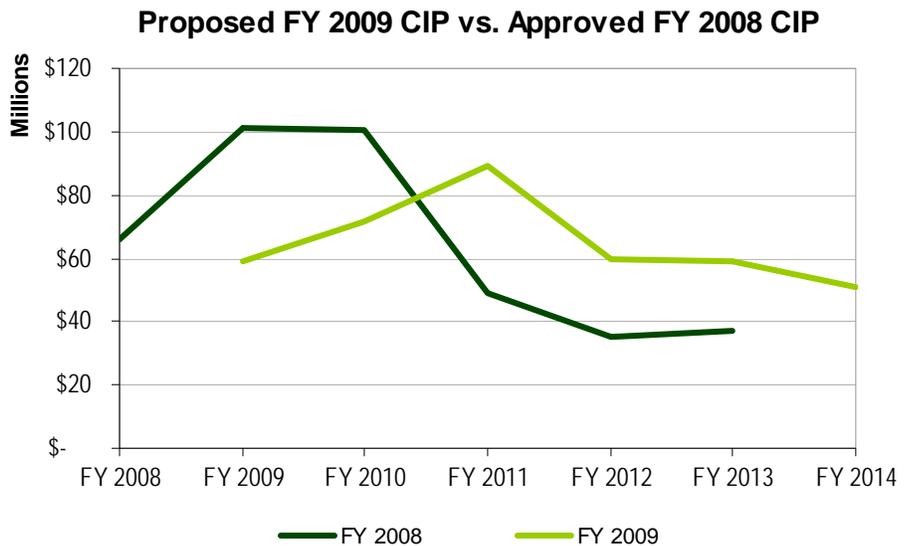
The realities of the City's financial situation, as well as the need to meet the budget guidelines established by City Council were critical to final decisions on recommended CIP projects.

FY 2009 Proposed vs. FY 2008 Approved

	FY 2008	FY 2009	Change	
	Approved	Proposed	\$	%
All Funds	\$449.7	\$478.3	\$28.6	6.4%
City Share	\$389.1	\$388.1	(\$1.0)	(0.3%)

The City Manager's Proposed CIP totals \$388.1 million in local funding and \$478.3 million in total funding over 6 years. This represents a decrease of 0.3% in local funding and an increase of 6.4% in all sources of funding.

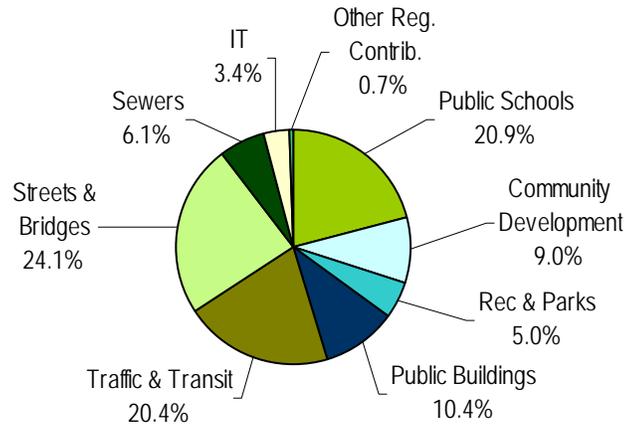
The chart below illustrates the difference in funding for the FY2009 – FY2014 Proposed CIP compared to the FY2008–FY2013 CIP.



# FY 2009 Budget Overview

The total CIP request for FY 2009 is for \$95.3 million, which includes \$36.5 million in grants and other special revenues. The locally funded CIP is for \$58.8 million, a \$42.3 million (41.8%) decrease over what was previously planned for FY 2009 in last year's approved CIP.

**FY 2009 CIP by Share**  
\$95.3 million



**Annual impact on the operating budget significantly impacts amount of debt the City can issue.**

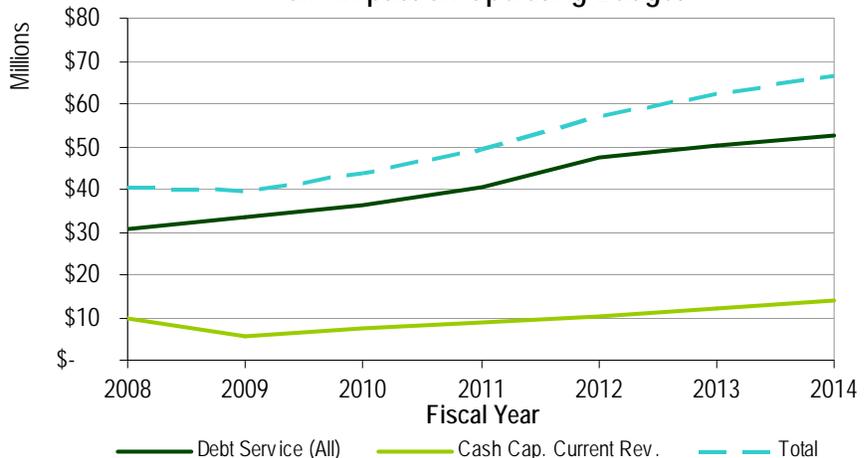
This proposed capital program, while accommodating many needs, does not address all of the requests from City agencies and the community. A total of \$47.2 million over three years remains unfunded. The impact on the operating budget of proposing additional cash capital or bond issuance to fund this \$47.2 million is more than existing or projected revenue at current tax rates could finance.

The increasing amount of debt outstanding will not endanger the City's hard-earned AAA/Aaa bond ratings, but will impact the annual operating budget.

As illustrated by the chart below, the annual repayment on the principal and interest due on our general obligation bonds will increase from \$30.6 million in FY 2008 to \$33.4 million in FY 2009, and increase each year until peaking at \$51.2 million in FY 2014.

**Debt service payments increase each year of the CIP, peaking at \$51.2 million in FY 2014.**

**CIP Impact on Operating Budget**



# FY 2009 Budget Overview

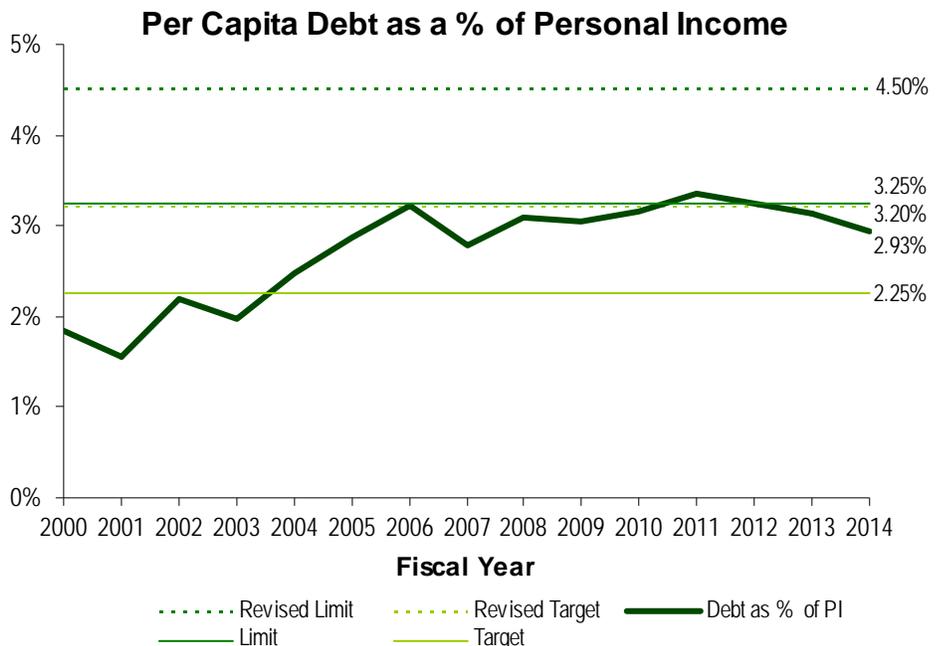
**The City will remain in compliance with adopted debt ratio limits.**

As shown in the "Summary Funding Tables" section of the CIP document and in the figures below, the City will remain in compliance with most of our adopted debt ratio limits. The only exception is the Debt per capita as a percent of personal income.

**The City Manager is recommending a revision of the debt policy guidelines (Debt as a percent of Personal Income).**

Debt per capita as a percent of per capita income will remain below the City's current debt per capita ceiling of 3.25% of per capita income in all but one year, FY 2011, when it is estimated to be 3.36 percent.<sup>1</sup> This is not a material deviation from the current guideline limits. In addition, this is not the primary debt ratio the bond rating agencies focus on.<sup>2</sup>

Based on comparison with other AAA/Aaa rated jurisdictions and recommendations by the Budget and Fiscal Affairs Advisory Committee (BFAAC), the City Manager is recommending that the debt per capita as a percent of per capita income guidelines be adjusted upward to a 3.2 percent target and 4.5 percent limit. This revisions would resynchronize this guideline with that for debt as a percent of the fair market value of real property. These two indicators have diverged since they were last reviewed and adopted by City Council in December 1997.



<sup>1</sup> This measure assures that new debt related to the sanitary sewer system incurred in FY 2007 or thereafter will not be counted in this calculation because the system will be self supporting. However, during all years, it includes \$15 million in taxable debt issued in June 2006 for affordable housing purposes.

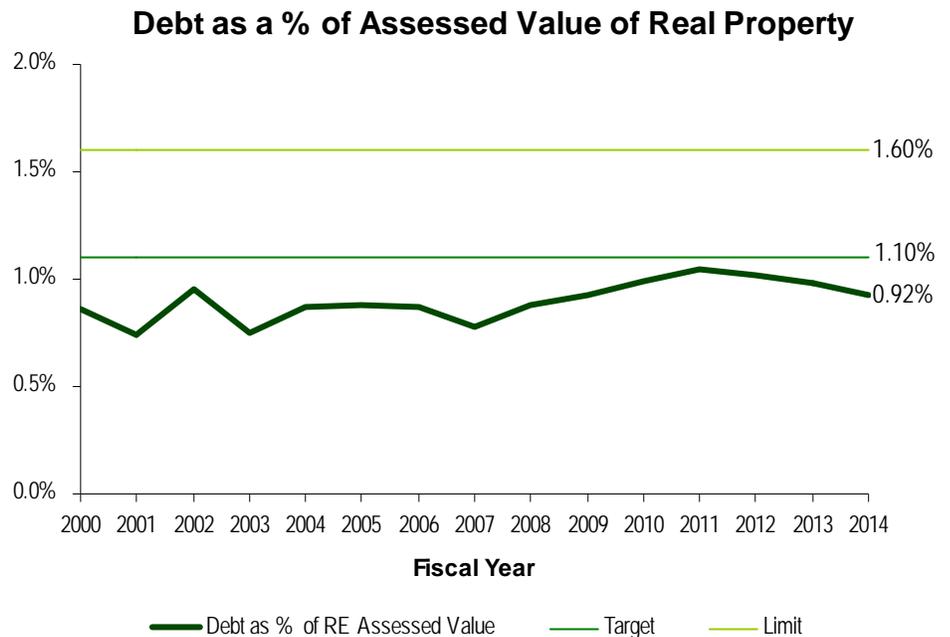
<sup>2</sup> In fact, both bond rating agencies rated the bonds at the end of 2006 AAA/Aaa.

# FY 2009 Budget Overview

**Debt as a percent of fair market value increases slightly, but stays below target.**

Under this funding plan, the City's debt as a percentage of the fair market value of real property increases but stays below both the 1.1 percent target and the 1.6 percent limit during the entire FY 2008 to FY 2013 time period

The City will remain consistent with its adopted debt policy ratios for Debt as a Percentage of Fair Market Real Property Value, as shown in the following graph. This is the most important debt ratio considered by the bond rating agencies.

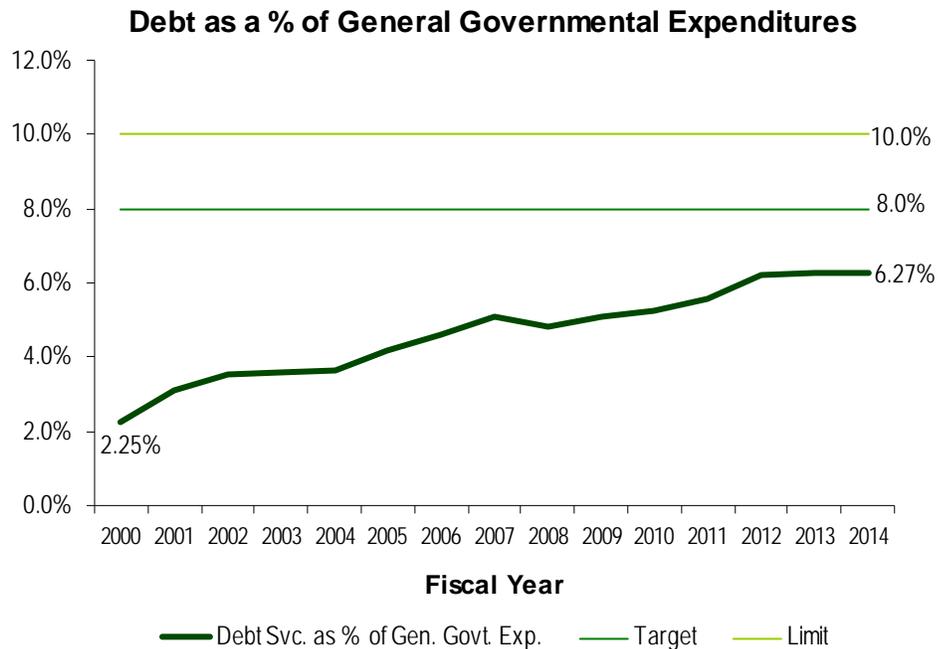


The City's projected debt to tax base ratio peaks in FY 2011 at 1.05% and then steadily decreases over the next three years. This is below the 1.1% target and 65% of the City's set 1.6% policy limit. This debt level is well below that of most of the other AAA/Aaa jurisdictions in Virginia and Maryland.

# FY 2009 Budget Overview

**For additional information, see the Capital Improvement Program budget document and the Information Technology Plan budget document.**

Although the City will remain below its debt policy ratio for debt service to general governmental expenditures, as the figure below shows, the impact of debt service on the operating budget is increasing at a significant rate. It is the year-to-year debt service payments, and the impact those payments have on the real estate tax rate, that present a challenge to the City as it looks for ways to finance needed capital improvements in those years.



# FY 2009 Budget Overview

## **The Strategic Plan Overview**

In 2004, the City Council developed a Strategic Plan for 2004-2015 as a road map for fulfilling its vision of Alexandria.

The City's Council's vision of Alexandria is as follows:

**Alexandria 2015 is a vibrant, diverse, historic and beautiful City with unique neighborhoods and multiple urban villages where we take pride in our great community.**

The City Manager's proposals for the Capital Improvement Program (CIP) funding and for expansions in the budget are directly related to the City's strategic goals as outlined below:

**Goal 1: Quality development and redevelopment that is well planned and consistent with Alexandria's vision.**

The pace of growth and change to the physical landscape of the City has increased in recent years, presenting both challenges and opportunities for the City budget.

**Goal 2: A City that respects, protects, preserves and enhances the natural environment and history resources.**

Alexandria is a beautiful and historic city, and the City budget must ensure that the qualities that make Alexandria a special place remain intact.

**Goal 3: An integrated multimodal transportation system that efficiently and effectively gets people from Point "A" to Point "B."**

As increases in City and metro area population cause more traffic snarls, it is vital for the budget to maintain and improve the road system. The City's budget must also support public transportation, including buses and rails, and expand opportunities for walking and bicycling.

**Goal 4: A Strong local economy that is growing in varied small business and job opportunities.**

A strong local economy also will diversify the City's revenue sources and help to achieve a financially sustainable future.

**Goal 5: A caring community that is diverse and affordable.**

The budget should help enable families and individuals of all ages, incomes, and backgrounds to have access to excellent job and learning opportunities, affordable housing, and a healthy environment.

# FY 2009 Budget Overview

**Goal 6: A city government that is financially sustainable, efficient, and community oriented.**

An efficient and community oriented City budget will continue to expand and diversify its revenue base, deliver services in a cost effective manner, and be responsive to the changing needs of the community.

**Goal 7: A city that ensures the safety, security, emergency preparedness and well being of the community.**

Providing for public safety, including police and fire protection, emergency medical services, and maintenance of the jail and operation of the courts is an essential function of our budget.

**Goal 8: Public schools that are among the best in Northern Virginia (in partnership with Alexandria Schools).**

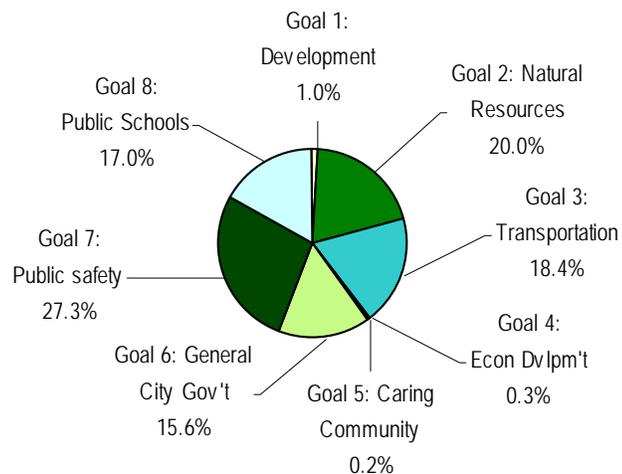
The budget should provide Alexandria's young people with a high quality public education system.

**When measured by the goals of the Strategic Plan, the largest share of the proposed Capital Improvement Program is dedicated to Public Safety.**

**More information regarding the Strategic Plan and Alexandria's future can be found on the City's web site.**

<http://www.alexandriava.gov/council/info/default.aspx?id=4538>

**CIP & the City's Strategic Plan FY 2009-FY 2014  
Proposed \$388.1 million**



This chart attempts to allocate the Capital Improvement Program projects by the City Council's strategic goals. There is overlap in how CIP proposals apply to the strategic goals. (For example, road maintenance and construction included under goal 3 is also important to Goal 4, maintaining a strong local economy.) However, the chart shows generally the strategic purposes for which capital projects are intended.

## FY 2009 Budget Overview

If you wish to participate in the Alexandria City budget process, there will be a public hearing on the budget on Tuesday, April 14 at 4PM and a public hearing on the effective tax rate on Tuesday, April 22 at 7:00PM. Both meetings will take place at City Hall.

Also, City Council will hold public work sessions at the following times:

- **February 12, 2008** – Introduction and Presentation of Budget (7:00 pm City Council Chambers, City Hall)
- **February 13, 2008** – Work Session on Revenues (7:00 pm)
- **February 20, 2008** – Work Session on Employee Compensation (7:00 pm)
- **February 25, 2008** – Work Session on CIP (7:00 pm)
- **March 3, 2008** – Joint Work Session with School Board on ACPS Budget (7:30 pm T.C. Williams High School Rotunda Room)
- **March 10, 2008** – Work Session on Development-Related Programs and Activities (7:00 pm)
- **March 11, 2008** – Work Session with AEDP and ACVA (5:00 pm City Council Work Room, 2<sup>nd</sup> Floor, City Hall)
- **March 18, 2008** – Work Session on Transportation and Transit Programs and Activities (7:00 pm)
- **April 1, 2008** – Work Session on Public Safety and Administration of Justice Programs and Activities (7:00 pm)
- **April 7, 2008** – Work Session on Caring Community and Other Programs and Activities (7:00 pm)
- **April 14, 2008** – Budget Public Hearing (4:00 pm City Council Chambers, 2<sup>nd</sup> Floor, City Hall)
- **April 16, 2008** – Work Session on Budget and Fiscal Affairs Advisory Committee Report (7:00 pm)
- **April 22, 2008** – Effective Tax Rate Public Hearing (7:00 pm City Council Chambers, City Hall)
- **April 28, 2008** – Work Session on Preliminary Adds/Deletes (7:00 pm)
- **May 5, 2008** – Work Session on Final Adds/Deletes (6:00 pm City Council Work Room, 2<sup>nd</sup> Floor, City Hall)

# FY 2009 Budget Overview



# FY 2009 Budget Overview

## Analysis of General Fund Changes: FY 2008 Approved to FY 2009 Proposed

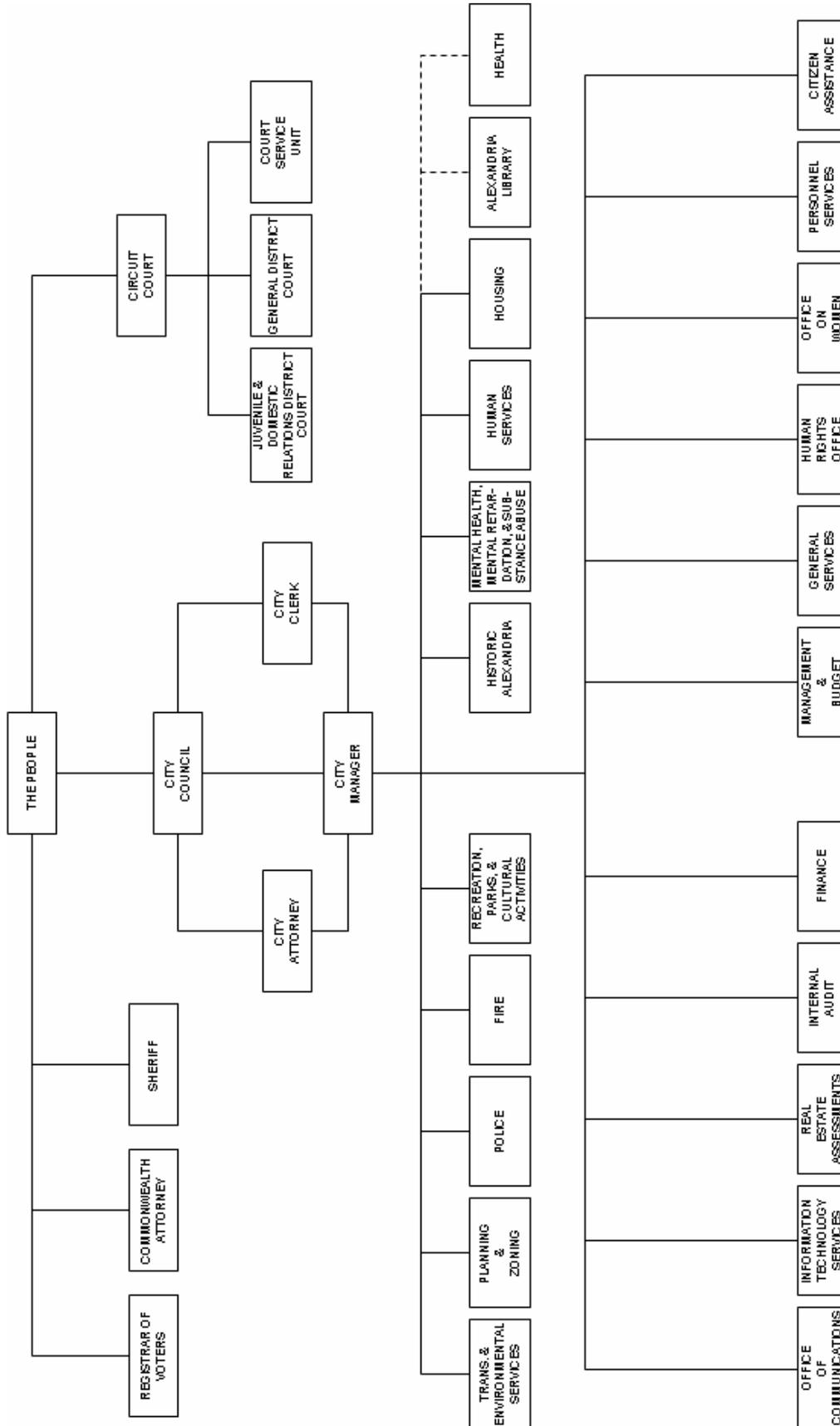
	FY08 Approved	FY09 Proposed	\$ Change	% Change
<b><u>Legislative &amp; Executive</u></b>				
City Council	528,317	522,097	(6,220)	(1.2%)
City Manager	2,131,881	1,832,585	(299,296)	(14.0%)
City Attorney	3,257,747	3,336,905	79,158	2.4%
City Clerk & Clerk of Council	398,316	414,033	15,717	3.9%
<b>Total Legislative &amp; Executive</b>	<b>6,316,261</b>	<b>6,105,620</b>	<b>(210,641)</b>	<b>(3.3%)</b>
<b><u>Courts &amp; Constitutional Officers</u></b>				
18th Circuit Court	1,313,294	1,361,293	47,999	3.7%
18th General District Court	78,571	78,571	-	-
Clerk of Court	1,605,395	1,626,463	21,068	1.3%
Commonwealth Attorney	2,645,719	2,763,358	117,639	4.4%
Court Services Unit	1,319,773	1,408,944	89,171	6.8%
Juvenile & Domestic Rel. Court	34,327	34,327	-	-
Law Library	95,725	115,689	19,964	20.9%
Other Public Safety & Justice	4,956,539	5,271,501	314,962	6.4%
Registrar of Voters	1,060,361	1,267,815	207,454	19.6%
Sheriff	25,081,653	26,139,711	1,058,058	4.2%
<b>Total Courts &amp; Constitutional</b>	<b>38,191,357</b>	<b>40,067,672</b>	<b>1,876,315</b>	<b>4.9%</b>
<b><u>General Government</u></b>				
Citizens Assistance	725,649	765,618	39,969	5.5%
Finance	9,548,274	9,788,077	239,803	2.5%
General Services	12,553,600	13,043,501	489,901	3.9%
Human Rights	633,950	646,971	13,021	2.1%
ITS	8,166,636	7,300,855	(865,781)	(10.6%)
Internal Audit	232,632	236,903	4,271	1.8%
Office of Management & Budget	1,193,832	1,177,222	(16,610)	(1.4%)
Non-Departmental	49,568,116	48,620,973	(947,143)	(1.9%)
Office on Women	1,428,688	1,442,008	13,320	0.9%
Personnel Services	3,371,739	3,400,127	28,388	0.8%
Real Estate	1,533,253	1,624,768	91,515	6.0%
Office of Communications	0	1,383,959	1,383,959	100.0%
<b>Total General Government</b>	<b>88,956,369</b>	<b>89,430,982</b>	<b>474,613</b>	<b>0.5%</b>
<b><u>Operating Agencies</u></b>				
Fire	37,220,954	38,444,347	1,223,393	3.3%
Police	51,378,889	52,958,340	1,579,451	3.1%
Health	6,852,439	6,908,129	55,690	0.8%
Other Health Activities	998,600	998,600	-	-
Human Services	27,400,772	27,848,791	448,019	1.6%
MH / MR / SA	17,645,052	17,930,257	285,205	1.6%
Housing	3,632,021	3,773,697	141,676	3.9%
Economic Development Activities	2,855,144	3,272,182	417,038	14.6%
Planning & Zoning	5,070,184	5,490,839	420,655	8.3%
Historic Alexandria	2,831,451	2,889,346	57,895	2.0%
Library	7,121,222	7,162,334	41,112	0.6%
RPCA	20,032,903	20,839,881	806,978	4.0%
Transit Subsidies	15,369,930	15,206,180	(163,750)	(1.1%)
Transportation & Environ Svc's	27,369,088	28,622,520	1,253,432	4.6%
<b>Total Operating Agencies</b>	<b>225,778,649</b>	<b>232,345,443</b>	<b>6,566,794</b>	<b>2.9%</b>
<b><u>Education</u></b>				
Schools	160,239,697	166,829,284	6,589,587	4.1%
Other Educational Activities	12,399	12,004	(395)	(3.2%)
<b>Total Education</b>	<b>160,252,096</b>	<b>166,841,288</b>	<b>6,589,192</b>	<b>4.1%</b>
<b>Grand Total</b>	<b>519,494,732</b>	<b>534,791,005</b>	<b>15,296,273</b>	<b>2.9%</b>

# FY 2009 Budget Overview

## Analysis of Personnel Changes FY 2008 Amended to FY 2009 Proposed

	Approved FY 2008	Amended FY 2008	FY 2009 Proposed Positions				Change in FTE's FY 08 to FY 09	
			FT Perm.	Overhire	PT (FTE)	Total (FTE)	#	%
<b><u>Legislative &amp; Executive</u></b>								
City Council	14.0	14.0	-	-	14.0	14.0	-	-
City Manager	15.0	12.0	11	-	-	11.0	(1.0)	(8.3%)
City Attorney	15.0	15.0	15	-	-	15.0	-	-
City Clk & Clk of Cncl	4.0	4.0	4	-	-	4.0	-	-
Total Leg & Executive	48.0	45.0	30	-	14.0	44.0	(1.0)	(2.2%)
<b><u>Courts &amp; Constitutional Officers</u></b>								
18th Circuit Court	13.0	13.0	13	-	-	13.0	-	-
Clerk of Court	23.0	23.0	23	-	-	23.0	-	-
Commonwealth Atty	29.4	29.4	28	-	1.0	29.0	(0.4)	(1.3%)
Court Services Unit	10.2	10.2	9	-	1.2	10.2	-	-
Law Library	1.0	1.0	1	-	-	1.0	-	-
Registrar of Voters	6.6	6.6	6	-	0.6	6.6	-	-
Sheriff	216.0	216.0	217	-	-	217.0	1.0	0.5%
Total Courts & Const.	299.2	299.2	297	-	2.8	299.8	0.6	0.2%
<b><u>General Government</u></b>								
Citizen Assistance	6.8	7.8	7	-	0.8	7.8	-	-
Finance	96.3	96.3	91	-	5.3	96.3	-	-
General Services	74.0	74.0	73	-	-	73.0	(1.0)	(1.4%)
Human Rights	6.0	6.0	5	1.0	-	6.0	-	-
ITS	57.5	50.5	48	-	0.5	48.5	(2.0)	(4.0%)
Internal Audit	2.0	2.0	2	-	-	2.0	-	-
OMB	11.0	11.0	11	-	-	11.0	-	-
Office on Women	19.3	20.3	19	-	1.3	20.3	-	-
Personnel Services	24.6	24.6	23	1.0	0.6	24.6	-	-
Real Estate	15.0	17.0	16	-	-	16.0	(1.0)	(5.9%)
Office of Communications	-	10.0	10	-	-	10.0	-	-
Total General Govt.	312.3	319.3	305	2.0	8.3	315.3	(4.0)	(1.3%)
<b><u>Operating Agencies</u></b>								
Fire	328.0	329.0	303	25.0	-	328.0	(1.0)	(0.3%)
Police	468.1	469.1	456	8.0	2.1	466.1	(3.0)	(0.6%)
Health	19.6	18.4	10	-	8.2	18.2	(0.2)	(1.1%)
Human Services	233.8	233.8	217	8.0	7.6	232.6	(1.3)	(0.5%)
MH / MR / SA	354.1	355.9	286	-	68.9	354.9	(1.0)	(0.3%)
Housing	18.0	18.0	18	-	-	18.0	-	-
Planning & Zoning	47.5	48.5	39	10.0	0.5	49.5	1.0	2.1%
Historic Alexandria	29.4	29.4	17	-	12.4	29.4	-	-
Library	82.0	81.9	55	-	26.9	81.9	-	-
Rec, Parks & CA	194.3	202.9	148	-	51.8	199.8	(3.1)	(1.5%)
T&ES	203.0	206.0	197	14.0	-	211.0	5.0	2.4%
Total Oper. Agencies	1,977.8	1,992.8	1,746	65.0	178.3	1,989.3	(3.5)	(0.2%)
<b>Grand Total</b>	<b>2,637.3</b>	<b>2,656.3</b>	<b>2,378</b>	<b>67</b>	<b>203.4</b>	<b>2,648.4</b>	<b>(7.9)</b>	<b>(0.3%)</b>

# Understanding the Budget



# Understanding the Budget

The City's budget serves as the blueprint for the financial and policy decisions that City Council will implement during the fiscal year. Budgeting is necessary for several reasons.

## FISCAL PLAN

First, the budget is a fiscal plan. Budgeting provides estimates of the costs that will be incurred if activities are carried out as planned; the revenues necessary to finance these activities; and the rates of taxation necessary to generate these revenues. The appropriation ordinance adopted by the City Council establishes the legal authorization for the expenditure of public monies and becomes the approved financial plan for the upcoming fiscal year.

## POLICY DOCUMENT

Second, the budget is a policy and management tool. The budget process provides an opportunity for the City Manager, department directors and agency heads to evaluate the City's services and recommend the best means of allocating resources to prioritize and provide effective and efficient services. As a management tool, the budget serves to establish accountability for the effective and efficient operation of programs and activities and to locate responsibility for the delivery of City services. Beginning with City Council's establishment of a long-term vision and a set of major goals for the City of Alexandria, combined with the economic outlook of the City presented by staff and a public hearing to gather citizen input in October, and continuing through the adoption of the FY 2009 budget on May 5, 2007, the budget process weighs short and long term objectives of stakeholders against the available financial resources.

## OPERATIONS GUIDE

The budget describes the activities, services and functions carried out within each organizational unit. Every Department within in the City is characterized by Programs and Activities and includes both financial and personnel resources necessary to carry out the functions of the government. Programs and activities within each department provide a map detailing what each department does with their resources, for whom these activities are undertaken and why. Performance data are associated with each activity and help to the measure each activity in terms of output, effectiveness and quality.

### FY 2009 Budget Planning

On November 27, 2007, City Council passed a resolution establishing the maximum expenditure growth guidance for the entire General Fund budget at 5.0 percent. The guidance allowed for a City operating budget of \$377.2 million and a Schools budget of \$168.2 million. The guidance was based on preliminary forecasts of revenues, expenditures, and capital needs presented at the City Council Retreat on October 27, 2007. City Council also directed that the City Manager's initial proposed budget contain no change in the current real estate tax rate of \$0.83 per \$100 assessed valuation. Expenditures that required an increase in that rate could be proposed up to the maximum 5.0 percent growth rate.

Given the limited growth, very few new programs or initiatives are funded in the FY 2009 operating budget. The allocation of these very limited, additional resources are based on the following eight Strategic Plan goals:

- Quality development and redevelopment that is well planned and consistent with Alexandria's vision.
- A City that respects, protects and, enhances the natural environment and historic resources.
- An integrated, multi-modal transportation system that efficiently and effectively gets people from point "A" to point "B."
- A strong local economy that is growing in varied small businesses and job opportunities.
- A caring community that is diverse and affordable.
- A City government that is financially sustainable, efficient and community oriented.
- A City that ensures the safety, security, emergency preparedness, and well-being of the community.
- Public schools that are among the best in Northern Virginia (in partnership with the Alexandria Schools).

# Understanding the Budget

These objectives were coupled with existing policies and guidelines for developing the budget, including the City's Compensation Philosophy and the Debt-related Financial Policies. These other policies are described below.

## Other Continuing Policy Guidance and Planning

Debt-Related Financial Policies: The City Council's debt-related financial policies, which guide decision-making throughout the annual operating and capital budget development cycle, are printed in the Capital Improvement Program (CIP) Related Information section of this document, and the City's Proposed FY 2008 to FY 2013 Capital Improvement Program (CIP) is consistent with these policies.

Compensation Philosophy: On May 27, 1997, City Council adopted the City of Alexandria's Compensation Philosophy, which is intended to provide a broad framework to help City Council, management, employees and the citizens understand and guide decisions that affect City employee pay. The Compensation Philosophy is printed in the Appendices section of this document. Proposed FY 2008 employee compensation adjustments are recommended based on the guidance provided by the Compensation Philosophy.

Youth Policy: The Youth Policy Commission was established by City Council in 1997 to emphasize delinquency prevention, and to target activities that effectively promote positive outcomes for youth and support families through optimal use of existing funds, development of new resources, and engagement of the community. Initiatives that require new or reallocated funding are proposed in the annual budget process, and the Commission monitors success in achieving goals for youth through a biennial Community Report Card.

The chart on the following page identifies the budget process as it relates to the various stakeholders in the City.

# Understanding the Budget

## City of Alexandria FY 2009 Budget Process

MONTH	RESIDENTS	MAYOR & CITY COUNCIL	CITY ADMINISTRATION
JUNE			<p><b>Budget Guidelines</b> OMB issues budget guidelines and instructions to Departments for the FY 2009 budget process</p>
JULY			<p><b>Budget Requests</b> Departments develop their FY 2009 budget requests for submission to OMB.</p>
AUGUST			
SEPTEMBER			
OCTOBER	<p><b>Budget Hearing</b> The fall budget hearing officially kicks off the budget process for members of the public. City Council communicates overall goals and objectives for the upcoming budget process. Members of the public communicate thoughts and feelings on the budget.</p>	<p><b>City Council Retreat</b> City Council holds its annual planning retreat. The upcoming budget process is discussed in detail. City staff presents information on the overall budget situation, including revenues, planned expenditures, and economic conditions.</p> <p><b>Budget Target</b> City Council gives City staff guidance on overall expenditure and revenue limits. This guidance drives the decisions of the City Manager.</p>	<p><b>Budget Request Analysis</b> OMB reviews Departmental budget requests and develops initial recommendations to the City Manager.</p>
NOVEMBER			
DECEMBER	<p><b>Community Pre-Budget Meetings</b> City staff holds informational sessions around the City to help inform the public about the budget process and budget trends.</p>		<p><b>Proposed Budget Development</b> OMB works with the CMO to begin developing the Proposed Budget that fits within the City Council budget guidance. This involves prioritizing Department requests and developing expenditure reduction options.</p>
JANUARY			
FEBRUARY	<p><b>BFAAC Review</b> Resident advisory committee holds weekly meetings to review the budget and provide City Council with feedback.</p>	<p><b>Budget Work Sessions</b> City staff meets with City Council to provide background information on the Proposed Budget. City Council requests additional information on specific budget issues from staff through Budget Memos.</p>	<p><b>PROPOSED BUDGET PRESENTATION</b> The City Manager presents the Proposed Budget to City Council.</p>
MARCH	<p><b>Budget Public Hearings</b> Members of the public are welcomed to comment on the Proposed Budget and offer suggestions to City Council for the Approved Budget through the Spring public hearing or the City web site.</p>		<p><b>Budget Memos</b> OMB and other City staff respond to inquiries from City Council through Budget Memos.</p>
APRIL			
MAY		<p><b>FINAL BUDGET ADOPTION</b> City Council makes final decisions and adopts the official City of Alexandria Budget for the upcoming fiscal year.</p>	<p><b>Approved Budget</b> OMB produces the Approved Budget document and begins to develop Budget Guidelines for the next fiscal year.</p>
JUNE			

# Understanding the Budget

## Organization of the Budget Document

In addition to presenting the City's financial plan, the budget document is intended to be a resource and reference guide, providing information on City programs and services. The budget document has been divided into two volumes: one containing the Operating Budget document and the other containing the Capital Improvement Program document.

- The Operating Budget document groups City operating departments together by general government program areas, using the program categories defined by the Auditor of Public Accounts for the Commonwealth of Virginia (APA) as a guide. This organization is offered to assist the public in gaining an understanding of the total resources provided in a particular program area.

Section I contains the Table of Contents. Section II includes the City Manager's Message and a budget overview that provides general budget information including summaries of the proposed changes in expenditures, and revenues and the process by which the City achieved the budget. Section III provides the reader with a guide to understanding the budget. Section IV includes revenue and expenditure summaries, various charts and schedules that provide overall information on the City's finances, personnel summaries, multi-year revenue and expenditure forecast scenarios and fund balance information.

Sections V through IX present budget information for each department. The major elements in these sections are described at the end of this section.

Section X provides an overview of the Capital Improvement Program (CIP), its impact upon the operating budget, and an explanation of the City's debt ratio policies. Section XI is the "Community Profile," which provides a description and basic statistical information on the City.

Section XII provides a glossary of relevant budget terms. Section XIII includes the legislative references and charter provisions relating to the budget. Section XIV is comprised of Appendices, which include the salary schedules and classification structures applicable to the City government as well as the Alexandria Compensation Philosophy. Section XV is the Program/Services Index, providing a locator guide to program information in the Operating Budget document.

- The Capital Improvement Program document describes each capital project that the City plans to undertake over the next six years. This description includes a justification for each project, the priority assigned to the project and the estimated impact of each capital project on the City's budget throughout the six-year period. (Detailed information on individual school capital projects is presented in the Alexandria City Public Schools 2008-2009 Capital Budget, available from the Office of the Assistant Superintendent for Administrative Services, 2000 North Beauregard Street, Alexandria, Virginia.)

- The Information Technology Plan describes the City's commitment to building and maintaining an essential information and technology infrastructure. The plan will enhance information technology services and build on existing City hardware, networks and software that have been implemented over the past decade.

## Budget Amendments

During the fiscal year, the approved budget can be amended by either the reappropriation ordinance (generally in November) or the supplemental appropriation ordinances (generally two or three times during the fiscal year). A reappropriation ordinance allows encumbered monies from the previous fiscal year to be recognized in the current fiscal year. These encumbered monies are specifically identified within the previous fiscal year's Comprehensive Annual Financial Report (CAFR). A supplemental appropriation ordinance amends the budget for grant programs to reflect actual revenue received and to make corresponding balancing adjustments in grant program expenditures. A supplemental appropriation also amends the budget for duly docketed City Council items during the fiscal year that increase or reduce the current fiscal year appropriation. A supplemental appropriation ordinance may, therefore, either increase or reduce the City's total budget from the original approved budget appropriation.

# Understanding the Budget

The approved budget may also be amended by City Council at the end of the fiscal year via a resolution to transfer appropriations to adjust the various departmental accounts according to projected final expenditure patterns. The transfer of appropriations has no net impact on the aggregate approved budget amount, but rather enables the Council to adjust the budget of a given department for unanticipated expenditures.

Budget transfers within a department may be approved by the City Manager, as discussed in the following section on Budgetary Accounting.

## **Budgetary Accounting**

The City's financial operations are budgeted and accounted for in a number of "funds." A fund is an independent fiscal and separate accounting entity, with a self-balancing set of accounts including revenues and expenditures, assets and liabilities. Separate funds that have been established by the City include the following: General Fund, Special Revenue Fund, Capital Projects Fund, Internal Services Fund, and the Sanitary Sewers Enterprise Fund. The Funds are described in detail in the Fund Balance Section.

All tax revenues and most other revenues -- with the notable exception of State and federal grants -- are budgeted and accounted for in the General Fund. Likewise, all expenditures funded by General Fund revenues are budgeted as direct General Fund expenditures.

This "direct" treatment of expenditures is a concession to a more informative budget presentation. Technically, certain expenditures funded by General Fund revenues -- specifically, grant matches and the City appropriation to the Alexandria City Public Schools -- are accounted for as "transfers out" of the General Fund, "transfers in" to Special Revenue Funds and "expenditures" of Special Revenue Funds. Conceptually, however, these are expenditures of General Fund revenues.

In contrast with the accounting for private enterprises, where the primary focus is the calculation of profits and losses, governmental accounting is directed toward expenditure control and budgetary compliance. The accounting system's budgetary control function is accomplished by incorporating budgetary accounts into fund ledgers and recording appropriations -- expenditure authorizations adopted by City Council. All appropriations are legally controlled at the department level for the General Fund and Special Revenue Funds.

Budgets are prepared for the Capital Projects Funds on a project basis that cover the life of the project. The Internal Services Fund is controlled at the total Net Assets level.

Appropriations are administratively controlled at the "character" level of expenditure -- personnel, non-personnel and capital outlays -- reflected in the budget document. The City Manager may, at any time, transfer any unencumbered appropriation within the budget of an office, department or agency. Transfers of appropriations between expenditure characters within the same department or agency budget must be approved by the City Manager (or his designee). Budget detail pages, showing the budget at the "sub-object" level are available for inspection during business hours in the Office of Management and Budget.

The City's budget follows the same basis of accounting used in preparation of the City's audited Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with "Generally Accepted Accounting Principles" (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). The budgets of the General, Special Revenue and Capital Projects Funds are prepared on the "modified accrual" basis of accounting. Under this method of accounting, revenues are recognized in the period that they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forty-five days of the fiscal year-end. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. The budget and financial statements of the Proprietary Funds are presented on the accrual basis of accounting. Under this method of accounting, revenues are recognized when earned and expenses are recorded when liabilities are incurred without regard to receipt or disbursement of cash.

# Understanding the Budget

**Recreation & Cultural Activities**

**Mission Statement:** The mission of Recreation & Cultural Activities is to be a vibrant, safe and attractive City of Alexandria opportunity through the development of effective and efficient recreation programs, facilities and parks for all citizens and residents to enjoy.

**FY 2009 Budget Summary Table**

	FY 2007	FY 2008	FY 2009
Total Expenditures	\$20,628,117	\$20,280,000	\$20,930,568
Less Revenues	\$597,549	\$597,549	\$597,549
Net Gen. Fund Expenditures	\$20,030,568	\$19,753,848	\$20,333,019
Authorized Positions (FTE's)	193.9	202.9	199.8

**Highlights**

- In FY 2009, the proposed RPCA General Fund budget is increasing by \$804,539, or 4.1%. The majority (approximately \$595,000) of the RPCA increase in FY 2009 is attributable to the transfer of grounds maintenance responsibilities from ACPS.
- FY 2009 personnel costs increased by \$416,350 (2.8%) due to the transfer of ACPS staff, increases in health insurance and retirement costs, and step increases. The increase is somewhat offset by a larger vacancy factor (\$127,658 more) and the reduction of 3.1 FTE's.

**RPCA Programs and Activities**

<b>Leadership and General Management</b> Leadership and General Management Information Technology Management	<b>Recreation Services</b> Youth Recreation Adult Recreation Other Community Recreation Recreation Facility Maintenance
<b>Park Operations and Capital Development</b> Park Planning & Dev. Of Open Space Park Ops & Facility Maintenance Marina Operations Natural Resource Mgmt	<b>Arts, Marketing, &amp; Special Services</b> Cultural Ops, Grant-funded Arts, & Special Services Community Outreach & Education Volunteer Resources

**Dept Info**

**Department Contact Info**  
 703.838.4348  
[www.alexandriava.gov/recreation](http://www.alexandriava.gov/recreation)

**Department Head**  
 Kirk Kincannon, Director of RPCA  
 703.838.4342  
[kirk.kincannon@alexandriava.gov](mailto:kirk.kincannon@alexandriava.gov)

**Department Staff**  
 Roger Blake, Director  
 William C. ... Deputy Director  
 John B. ... Chief

**City of Alexandria – FY 2009 Budget**

The MFRI process requires every department to have an overall Mission Statement. This appears at the top of the first page of each department section.

A summary table on the first page of each section displays overall department expenditures, total revenues, and net General Fund expenditures, along with departmental FTE's.

The department highlight section contains a brief overview of overall changes to a department's budget.

The first page of each departmental section contains a complete listing of programs and activities.

The department information area provides the name and contact information for the department head as well as the names of key department staff

# Understanding the Budget

## Recreation, Parks, & Cultural Activities

### Expenditure and Revenue Summary

**Expenditure By Classification**

Personnel (does not include any Market Rate Adjustment)  
 Non-Personnel  
 Capital Goods Outlay  
 Interfund Transfers  
 Total Expenditures

The expenditure and revenue summary table breaks down total expenditures by personnel, non-personnel, and capital outlay costs. Revenues are also described by type. The bottom expenditure line show the net result on the General Fund for each department. This table also displays the total department FTE's by year.

Less Revenues				
Internal Services	\$147,063	\$22,707	\$413,016	1718.9%
Special Revenue Funds	450,486	504,315	514,754	2.1%
Total Designated Funding Sources	\$597,549	\$527,022	\$927,770	76.0%
<b>Net General Fund Expenditures</b>	<b>\$20,030,568</b>	<b>\$19,753,848</b>	<b>\$20,557,368</b>	<b>4.1%</b>
Total Department FTEs	193.9	202.9	199.8	-1.6%

### Program Level Summary Information

The expenditure summary table shows total department expenditures broken down by program.

Expenditure Summary	FY			% Change 2008-2009
	2007	2008	2009	
Leadership & Management Support Services	\$2,574,911	\$2,531,566	\$2,534,653	0.1%
Park Operations and Capital Development	\$7,731,978	\$7,601,820	\$8,457,415	11.3%
Recreation Services	\$8,217,587	\$8,079,254	\$8,333,248	3.1%
Arts, Marketing, and Special Services	\$2,103,641	\$2,068,229	2,159,812	4.4%
<b>Total Expenditures</b>	<b>\$20,628,117</b>	<b>\$19,753,848</b>	<b>\$20,557,368</b>	<b>4.1%</b>

The staffing summary table presents each department's FTE count by program.

Staffing Summary	FY			2008-2009
	2007	2008	2009	
Authorized Positions (FTEs) by Program				
Leadership & Management Support Services	22.0	21.0	21.0	-4.5%
Park Operations and Capital Development	65.7	74.7	74.7	0.0%
Recreation Services	87.4	87.4	85.3	-2.5%
Arts, Marketing, and Special Services	18.8	18.8	18.8	0.0%
<b>Total</b>	<b>193.9</b>	<b>202.9</b>	<b>199.8</b>	<b>-1.6%</b>

Descriptive footnotes often accompany tables to help explain changes in data.

The FY 2008 FTE count experienced a net mid-year adjustment of 8.6 FTEs. The RPC APT position count increased by 0.8 FTEs due to corrections of technical errors in the position counts of prior year budgets. These corrections do not impact the budget authority of the Department; they are simply fixing errors in the FTE counts. The PT position count decreased by 0.2 parttime FTEs due to a mid-year position conversion that resulted in a net FTE decrease. The position count also increases due to the addition of 8.0 FTEs from ACPS per the City-Schools MOU for grounds maintenance transfer of responsibility.

# Understanding the Budget

Recreation, Parks, &				
<p><b>Park Operations and Capital Development</b></p> <p>The goal of Park Operations and Capital Development is to provide quality facilities and development to meet the needs of the community through recreational opportunities.</p>				
Program Totals		FY 2007	FY 2008	FY 2009
% of Total All Funds Budget		37.5%	37.5%	39.4%
Total Expenditures		\$7,781,978	\$7,601,820	\$8,457,415
Less Revenues		\$265,646	\$253,282	\$628,220
Net General Fund Expenditures		\$7,466,332	\$7,348,538	\$7,829,195
Program Outcomes				
Maintenance completed on schedule		N/A	100%	100%
Activity Data				
<p><b>PARK ACQUISITION AND DEVELOPMENT</b></p> <p>The goal of Park Acquisition and Development is to advance new and ongoing initiatives in the development of parks, facilities and open space for the public in order to ensure high quality urban design development.</p>		FY 2007	FY 2008	FY 2009
Expenditures				
FTEs				
# of Open Space acres purchased in accordance with the Open Space Master Plan				
Cost per acre for Open Space purchases				
<p><b>PARK OPERATIONS AND FACILITY MAINTENANCE</b> – The goal of Park Operations and Facility Maintenance is to maintain and improve public assets in the development of parks and athletic facilities, and to ensure that all park and athletic activities are carried out on a 7-10 day schedule.</p>				
Expenditures				
FTEs				
# of athletic fields available for games each year				
# of facilities maintained by Park Operations				
Average cost per park facility maintained				
% of mowing operations occurring during 7-10 day scheduled period				
<p><b>MARINA OPERATIONS</b> – The goal of the Marina Operations is to provide a safe, active, and efficient waterfront facility that is in keeping with the historical value of the city's Old Town District.</p>				
Expenditures				
FTEs				
# of annual visitors				
Cost per visitor				
% of boat launch facilities rated excellent				
<p><b>NATURAL RESOURCE MANAGEMENT</b> – The goal of Natural Resource Management is to preserve and protect the existing population of 17,000 street trees and tens of 1000's of park trees through preventative maintenance and pruning every 5 years.</p>				
Expenditures				
FTEs				
# of work orders completed				
Cost per work order completed				
% of blocks pruned according to schedule				
City of Alexandria – FY 2009 Budget		8-3		

Each individual Program section starts with the goal statement.

The table immediately following the program goal contain total Program expenditures and revenues, as well as a program outcome performance measure.

Each Activity within a Program has its own table that contains total expenditures, FTE counts, and Activity performance measures for output, efficiency, and service quality. These tables also include the Activity goal statement.

# Understanding the Budget

## Recreation, Parks, & Cultural Activities

### Summary of Budget Changes

#### Adjustments to Maintain Current Service Levels

The Summary of Budget Changes section contains descriptions of any mandatory adjustment to a department's base budget, supplemental adjustments, expenditure reductions, and fee increases.

Activity	FY 2009
<b>New Properties</b>	<b>\$50,000</b>
<p>As part of the City's park program, the City continues to acquire new properties every year. This year's program includes the acquisition of two new properties: the 48 S. Early, 4109-4121 Mt. Vernon Ave., Freedmen's Park Deck, and Porto Vecchio bridge. These new properties make up more than 268,000 square feet (6.15 acres). Cost estimates for maintenance of these new properties are based on the City's Open Space guidelines. These properties qualify as level two sites (gravel with passive uses) which average from \$5,000 to \$10,000 per acre. Parks staff visited these sites and determined that they would average \$8,125 per acre to maintain. This cost per acre for 6.15 acres comes out to \$49,968 for annual maintenance. The Department is requesting \$50,000. Maintenance for these properties will be performed by contracted crews and will not require any additional staffing.</p>	

#### Expenditure Reductions

Activity	Reduction Option	FY 2009
<b>Natural Resource Mgmt</b>	<b>Stream Bank Mowing Reduction</b>	<b>\$30,000</b>
<p>RPCA can save \$30,000 annually by changing from a 7-14 day schedule during summer months. These park areas include Tangle Park stream valley, and Taylor Run stream valley. This service reduction would eliminate crews of typically lower rainfall totals, which results in less of a need for regular mowing. These park areas have been identified by Parks staff as being the least essential in the care. They are less usable and less essential to economic development than other parkland and public open space in the City.</p>		

Each adjustment to the budget contains a brief description and explanation. These tables also display the total value and the Activity to which the adjustment applied.

#### Fee Increases in the Proposed Budget

Activity	Fee Adjustment	FY 2009
<b>Youth Recreation</b>	<b>Youth Sports Registration</b>	<b>\$4,600</b>
<p>The City is proposing to increase the fee for registration in Youth Sports Leagues from \$20 to \$25. The estimated number of annual participants is 1,200, with about 25% requesting a reduced or no fee option. The fee increase is to help offset the rising City costs for athletic field and facility maintenance.</p>		

# Understanding the Budget

Recreation, Parks, & Cultural Activities			
Summary of Budget Changes			
Changes Recommended in City Manager's Alternative Budget			
Activity	Option	FTE's	FY 2009 Impact
Park Operations	<i>Brennan Storm Water Pond Maint.</i>		\$20,000
<p>The RPCA budget for cleaning the Brennan storm water retention pond was reduced by \$20,000 in the City Manager's Proposed Budget. By restoring this funding, the Department can continue to operate on a three times per week cleaning schedule as opposed to the proposed twice a week schedule.</p>			
Natural Resource Mgmt	<i>Stream Bank Mowing Reduction</i>		\$30,000
<p>The City Manager's Proposed Budget reflects a reduction in \$30,000 for mowing services at certain City parklands located on or around stream banks. By restoring this funding, the Department will continue to mow these areas on a 7-14 day schedule during summer months as opposed to the 14-21 day proposed schedule.</p>			
Other Rec Programming	<i>Aquatics Positions</i>	1.05	\$45,446
<p>Funding for two aquatics program positions was eliminated in the FY 2009 City Manager's Proposed Budget. Restoration of this funding would result in a budget increase of \$45,446 and a staffing increase of 1.05 FTE's. This action would eliminate the anticipated reduction in the aquatics program caused by this cut.</p>			

Some department chapters in the City Manager's Proposed budget also contain a section describing programs or initiatives that the City Manager recommends in the "Alternative Budget." These options could not be funded in the proposed budget due to revenue constraints. Additional revenues would need to be approved by City Council in order to include these items in the FY 2009 budget.

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## Understanding the Budget

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## Combined Sources and Uses

Description	FY 2008 Approved	FY 2009 Proposed
<b>Revenues</b>		
General Property Tax	\$315,934,367	\$330,106,109
Other Local Taxes	115,930,000	117,880,000
Permits, Fees and Licenses	7,551,959	15,181,454
Fines and Forfeitures	4,722,300	4,144,300
Intergovernmental Revenue	132,208,103	170,085,844
Charges for Services	31,829,003	36,053,873
Revenue from Use of Money and Property	12,314,635	10,266,236
Miscellaneous Revenue	4,745,446	5,261,237
Bond Proceeds - Future Sale	40,890,000	38,437,089
Unreserved General Fund Balance	4,677,727	17,233,606
Unreserved Capital Projects Fund Balance	1,172,131	0
Schools' Fund Balance	4,471,367	0
Retained Earnings - Internal Services	3,774,370	3,658,002
<b>Total Estimated Revenue</b>	<b>\$680,221,408</b>	<b>\$748,307,750</b>
<b>Expenditures</b>		
Current Operating		
General Government	\$54,458,028	\$64,380,810
Judicial Administration	8,723,490	9,171,213
Public Safety	125,279,976	129,855,549
Public Works	37,414,779	39,104,617
Library	7,537,883	7,567,889
Health and Welfare	91,164,855	94,486,145
Transit	15,369,930	20,033,745
Culture and Recreation	23,649,167	25,068,657
Community Development	14,207,897	15,130,567
Education	205,482,948	214,545,962
Debt Service		
Principal	18,431,070	19,356,070
Interest and Other Charges	12,376,035	14,284,257
Capital Outlay	66,125,350	95,322,269
<b>Total Expenditures</b>	<b>\$680,221,408</b>	<b>\$748,307,750</b>

In FY 2009 the Capital Outlay reflects all sources of funding for the CIP, not just City funding. The FY 2008 Approved budget reflects the City funded Capital Outlay.

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# Expenditure Summary

## Expenditure Summary

Classification Department/Agency	General Fund				All Funds	
	Actual FY 2007	Amended FY 2008	Proposed FY 2009	Share FY 2009	Proposed FY 2009	Share FY 2009
<b>LEGISLATIVE &amp; EXECUTIVE</b>						
City Council	531,865	528,317	522,097	0.1%	522,097	0.1%
City Manager/1	1,977,639	1,855,948	1,832,585	0.3%	1,832,585	0.3%
City Attorney	4,652,622	3,257,747	3,336,905	0.6%	3,336,905	0.5%
City Clerk	371,186	398,316	414,033	0.1%	414,033	0.1%
<b>TOTAL - LEGISLATIVE &amp; EXECUTIVE</b>	<b>7,533,312</b>	<b>6,040,328</b>	<b>6,105,620</b>	<b>1.1%</b>	<b>6,105,620</b>	<b>0.9%</b>
<b>COURTS AND CONSTITUTIONAL OFFICERS</b>						
18th Circuit Court	1,252,296	1,313,294	1,361,293	0.3%	1,361,293	0.2%
Court Service Unit	1,152,105	1,319,773	1,408,944	0.3%	1,621,954	0.2%
Juvenile & Domestic Relations Court	31,875	34,327	34,327	0.0%	34,327	0.0%
18th General District Court	84,601	78,571	78,571	0.0%	78,571	0.0%
Clerk of the Courts	1,584,996	1,605,395	1,626,463	0.3%	1,626,463	0.2%
Commonwealth's Attorney	2,502,120	2,645,719	2,763,358	0.5%	3,018,315	0.5%
Law Library	96,486	95,725	115,689	0.0%	162,475	0.0%
Registrar of Voters	997,582	1,060,361	1,267,815	0.2%	1,267,815	0.2%
Other Public Safety/Judicial Activities	4,579,660	4,956,539	5,271,501	1.0%	5,469,834	0.8%
Office of Sheriff	24,038,061	25,081,653	26,139,711	4.9%	27,117,828	4.2%
<b>TOTAL - COURTS AND CONSTITUTIONAL OFFICERS</b>	<b>36,319,782</b>	<b>38,191,357</b>	<b>40,067,672</b>	<b>7.5%</b>	<b>41,758,875</b>	<b>6.4%</b>
<b>GENERAL GOVERNMENT</b>						
Citizen Assistance	725,063	725,649	765,618	0.1%	771,116	0.1%
Finance	10,205,008	9,548,274	9,788,077	1.8%	9,811,477	1.5%
Internal Audit	216,637	232,632	236,903	0.0%	236,903	0.0%
General Services	13,197,463	12,553,600	13,043,501	2.4%	13,252,175	2.0%
Office on Women	1,399,611	1,428,688	1,442,008	0.3%	1,875,121	0.3%
Human Rights Office	579,907	633,950	646,971	0.1%	689,821	0.1%
Management and Budget	1,115,514	1,193,832	1,177,222	0.2%	1,177,222	0.2%
Information Technology Services/1	8,222,649	7,259,686	7,300,855	1.4%	8,065,855	1.2%
Personnel Services	3,244,693	3,371,739	3,400,127	0.6%	3,406,127	0.5%
Real Estate Assessments	1,456,538	1,533,253	1,624,768	0.3%	1,624,768	0.2%
Office of Communications/1	0	1,282,883	1,383,959	0.3%	1,383,959	0.2%
<b>TOTAL - GENERAL GOVERNMENT</b>	<b>40,363,083</b>	<b>39,764,186</b>	<b>40,810,009</b>	<b>7.6%</b>	<b>42,294,544</b>	<b>6.5%</b>

/1 Beginning in FY 2008, a new department, the Office of Communications, was created. Prior to FY 2008, portions of this program were funded out of Information Technology Services, the City Manager's Office, and Non-Departmental accounts.

## Expenditure Summary

Classification Department/Agency	General Fund				All Funds	
	Actual FY 2007	Amended FY 2008	Proposed FY 2009	Share FY 2009	Proposed FY 2009	Share FY 2009
<b>NON-DEPARTMENTAL</b>						
General Debt Service	31,232,166	30,807,105	33,640,327	6.3%	33,640,327	5.2%
Insurance, City Memberships, Etc.	33,927,296	7,783,447	9,041,122	1.7%	10,041,122	1.5%
Contingent Reserves	0	1,212,000	200,000	0.0%	200,000	0.0%
Cash Capital	12,208,096	9,765,564	5,739,524	1.1%	5,739,524	0.9%
<b>TOTAL NON-DEPARTMENTAL</b>	<b>77,367,558</b>	<b>49,568,116</b>	<b>48,620,973</b>	<b>9.1%</b>	<b>49,620,973</b>	<b>7.6%</b>
<b>OPERATING AGENCIES</b>						
Fire	36,053,525	37,220,954	38,444,347	7.2%	42,319,440	6.5%
Police	49,224,917	51,378,889	52,958,340	9.9%	54,948,447	8.4%
Health	6,675,868	6,852,439	6,908,129	1.3%	6,908,129	1.1%
Other Health	998,600	998,600	998,600	0.2%	998,600	0.2%
Human Services	24,978,976	25,075,892	25,523,911	4.8%	53,591,421	8.2%
Human Services Contributions						
Children's Fund	1,041,739	1,037,317	1,037,317	0.2%	1,037,317	0.2%
Youth Fund	502,616	316,897	316,897	0.1%	316,897	0.0%
Community Partnership Fund	708,686	970,666	970,666	0.2%	970,666	0.1%
Housing	3,851,302	3,632,021	3,773,697	0.7%	5,759,203	0.9%
Planning and Zoning	5,009,175	5,070,184	5,490,839	1.0%	6,099,182	0.9%
Economic Development Activities	2,746,498	2,855,144	3,272,182	0.6%	3,272,182	0.5%
Historic Alexandria	2,658,814	2,831,451	2,889,346	0.5%	3,301,006	0.5%
Mental Health, Mental Retardation and Substance Abuse	15,810,955	17,645,052	17,930,257	3.4%	30,663,115	4.7%
Rec, Parks & Cultural Activities	20,030,568	19,753,848	20,557,358	3.8%	21,485,128	3.3%
Other Recreation Activities	260,260	279,055	282,523	0.1%	282,523	0.0%
Library	6,821,877	7,121,222	7,162,334	1.3%	7,567,889	1.2%
Transit Subsidies	14,092,313	15,369,930	15,206,180	2.8%	20,033,745	3.1%
Trans. & Environmental Services	25,591,395	27,369,088	28,622,520	5.4%	39,104,617	6.0%
<b>TOTAL - OPERATING AGENCIES</b>	<b>217,058,084</b>	<b>225,778,649</b>	<b>232,345,443</b>	<b>43.4%</b>	<b>298,659,507</b>	<b>45.7%</b>
<b>EDUCATION</b>						
Schools	149,873,621	160,239,697	166,829,284	31.2%	214,533,958	32.9%
Other Educational Activities	12,548	12,399	12,004	0.0%	12,004	0.0%
<b>TOTAL - EDUCATION</b>	<b>149,886,169</b>	<b>160,252,096</b>	<b>166,841,288</b>	<b>31.2%</b>	<b>214,545,962</b>	<b>32.9%</b>
<b>GRAND TOTAL</b>	<b>528,527,988</b>	<b>519,594,732</b>	<b>534,791,005</b>	<b>100%</b>	<b>652,985,481</b>	<b>100%</b>

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# Expenditure Summary

## Budget and Fiscal Affairs Advisory Committee FY 2009 Proposed Expenditures by Category

The following tables were developed by the Budget and Fiscal Affairs Advisory Committee (BFAAC) to summarize total City expenditures using more specific categorical detail than is presented in the departmental budget sections. The specific categories of the BFAAC table are as follows:

Salaries – Full-time, part-time, overhire and seasonal employee salaries and overtime

Fringe Benefits – Social security, retirement contributions, group life insurance, health insurance, allowances, unemployment, recruitment, employee assistance, long term disability, dental insurance, and transit benefits

Contractual Services – Professional contract services for advertising, temporary services, health services, maintenance, landscaping, construction, architecture, engineering, and other consulting and contractual services.

Internal Services – City vehicular maintenance and in-house print services

Commodities – Office, janitorial, and other operating supplies

Office Furniture & Equipment – Purchases and lease charges for furniture and equipment

Vehicular Equipment – Purchases and lease charges for vehicles

Operational Equipment – Purchase and lease charges for other operating equipment

Utilities – Payment for electricity, gas, water and fuel oil at City facilities

Travel and Education – Conference registrations and regional and long distance travel

Leases and Rentals – Leased office space and vehicle and equipment rental costs

Subsidies and Contributions – City contributions to non-profit public service providers, community partnerships, and public administration professional associations

Other Charges – Waste-to-Energy Trust Fund expenditures, postal and messenger services, telecommunications, memberships and subscriptions, insurance, workers compensation, group health for retired employees, claims and liability insurance, pension supplements, bus discounts, day care, special events, legal expenses, client assistance payments, computer hardware and software, and other non-personnel expenditures

Contingent Reserves – Funding set aside for unforeseen contingencies

Cash Capital – General Fund transfers to support the CIP

Debt Service – Principal and interest payments on City debt obligations

Enterprise Fund – General Fund subsidy transfer to support DASH bus operations

# Expenditure Summary

## FY 2008 Approved BFAAC Table – All Departments

Expense Category	Legislative & Executive	Courts & Constitutional Officers	General Government	Operating Agencies	Education	Total
Salaries	3,444,233	21,751,551	27,354,732	124,006,216	169,732,763	346,289,495
Fringe Benefits	1,147,992	7,930,946	7,411,457	45,635,834	2,436,879	64,563,108
Contractual Services	1,348,819	3,031,832	8,624,540	32,193,654	423,497	45,622,342
Internal Services	69,849	233,182	420,041	5,051,055	0	5,774,127
Commodities	36,584	1,042,547	5,133,417	6,212,855	2,463,965	14,889,368
Office Furniture & Equipment	0	10,000	72,859	49,690	468,078	600,627
Vehicular Equipment	0	203,572	250,000	3,770,370	0	4,223,942
EDP Equipment	0	0	767,009	506,880	0	1,273,889
Operational Equipment	0	0	0	0	105,000	105,000
Utilities	0	0	1,528,725	3,774,141	0	5,302,866
Travel and Education	57,873	95,651	334,335	746,917	0	1,234,776
Leases and Rentals	61,112	577,525	1,572,003	4,753,819	0	6,964,459
Subsidies and Contributions	0	4,045,736	336,471	30,802,274	12,399	35,196,880
EDP Software Development	0	0	0	3,323	0	3,323
Other Charges	149,799	906,173	6,523,136	12,495,826	29,840,367	49,915,301
Contingent Reserves	0	0	1,212,000	0	0	1,212,000
Cash Capital	0	0	9,765,564	0	0	9,765,564
Debt Service	0	0	30,807,105	0	0	30,807,105
Enterprise Fund	0	0	-7,408,000	7,525,435	0	117,435
Grant Match	0	99,498	0	58,475	0	157,973
Other Special Revenue Funds	0	0	0	5,833,000	0	5,833,000
<b>Total</b>	<b>6,316,261</b>	<b>39,928,213</b>	<b>94,705,394</b>	<b>283,419,764</b>	<b>205,482,948</b>	<b>629,852,580</b>

# Expenditure Summary

## FY 2009 Proposed BFAAC Table – All Departments

Expense Category	Legislative & Executive	Courts & Constitutional Officers	General Government	Non-Departmental	Operating Agencies	Education	Total
Salaries	3,334,845	22,429,002	19,960,504	120,000	135,002,958	176,391,710	357,239,019
Fringe Benefits	1,065,687	8,509,154	7,662,941	574,418	49,576,819	3,391,742	70,780,761
Contractual Services	1,348,703	3,179,303	7,632,096	588,986	33,246,996	1,032,698	47,028,782
Internal Services	64,531	278,781	405,650	7,872	4,917,535	0	5,674,369
Commodities	35,714	1,044,023	2,792,614	4,000	9,320,187	2,595,069	15,791,607
Office Furniture & Equipment	0	10,000	25,059	0	41,810	741,114	817,983
Vehicular Equipment	0	164,664	66,493	0	4,782,726	0	5,013,883
EDP Equipment	0	0	767,009	0	730,537	0	1,497,546
Operational Equipment	0	0	0	0	0	98,800	98,800
Utilities	0	0	1,529,917	0	3,913,140	0	5,443,057
Travel & Education	54,107	102,901	375,132	7,000	865,884	0	1,405,024
Leases & Rentals	61,557	646,884	1,491,303	57,063	5,069,099	0	7,325,906
Subsidies & Contributions	0	4,320,318	12,503	239,372	32,356,891	12,004	36,941,088
EDP Software Development	0	0	0	0	3,323	0	3,323
Other Charges	140,476	974,347	-426,677	8,267,411	12,819,632	30,282,825	52,058,014
Contingent Reserves	0	0	0	375,000	0	0	375,000
Grant Match	0	99,498	0	0	57,060	0	156,558
Other Special Revenue Funds	0	0	0	0	5,954,910	0	5,954,910
Bond Interest General	0	0	0	14,284,257	0	0	14,284,257
Bond Interest Principal	0	0	0	19,356,070	0	0	19,356,070
Capital Projects	0	0	0	5,739,524	0	0	5,739,524
<b>Total</b>	<b>6,105,620</b>	<b>41,758,875</b>	<b>42,294,544</b>	<b>49,620,973</b>	<b>298,659,507</b>	<b>214,545,962</b>	<b>652,985,481</b>

For FY 2009, a separate column has been created for Non-Departmental expenditures which were included in General Government in FY 2008.

# Expenditure Summary

## FY 2008 Approved BFAAC Table – Operating Agencies

Expense Category	Fire	Police	Health	Human Services	MH/MR/SA	Housing	Planning & Zoning	Historic Alexandria	Recreation, Parks & Cultural Activities	Library	T&ES	Economic Development Activities	Total
Salaries	25,136,148	31,801,638	1,140,642	14,149,503	18,092,033	1,254,865	3,343,057	1,879,933	11,408,685	4,444,183	11,355,529	0	124,006,216
Fringe Benefits	9,525,473	12,309,752	586,226	5,434,178	6,540,924	444,598	1,029,634	550,748	3,582,410	1,367,023	4,264,868	0	45,635,834
Contractual Services	1,638,284	1,633,894	4,863,039	1,622,640	2,174,578	423,928	1,131,296	231,763	2,104,326	382,883	15,987,023	0	32,193,654
Internal Services	1,063,571	1,645,524	23,622	173,079	158,653	23,151	57,385	27,622	338,663	5,829	1,533,956	0	5,051,055
Commodities	1,426,886	814,845	67,453	269,138	960,285	5,861	30,000	127,562	1,372,462	94,259	1,044,104	0	6,212,855
Office Furniture & Equipment	0	0	0	0	0	0	42,690	4,500	2,500	0	0	0	49,690
Vehicular Equipment	892,200	1,185,520	0	161,000	60,436	0	0	0	22,707	0	1,448,507	0	3,770,370
EDP Equipment	0	500,000	0	0	1,830	0	0	0	5,050	0	0	0	506,880
Utilities	197,792	8,646	127,784	115,815	355,338	0	0	292,553	621,092	248,397	1,806,724	0	3,774,141
Travel and Education	191,416	105,365	13,673	114,597	185,658	4,349	26,097	5,915	52,047	300	47,500	0	746,917
Leases and Rentals	165,388	2,063,785	2,620	1,388,495	721,156	207,447	39,745	13,440	61,581	0	90,162	0	4,753,819
Subsidies and Contributions	0	0	998,600	24,715,371	296,213	1,426,454	0	6,000	500,992	0	3,500	2,855,144	30,802,274
EDP Software Development	0	0	0	0	0	0	0	0	3,323	0	0	0	3,323
Other Charges	600,886	1,168,240	27,380	5,425,394	197,502	1,824,874	37,322	-50,794	484,087	994,994	1,785,941	0	12,495,826
Enterprise Fund	0	0	0	0	0	0	0	0	0	0	7,525,435	0	7,525,435
Grant Match	0	0	0	0	0	0	0	0	0	15	58,460	0	58,475
Other Special Revenue Funds	0	0	0	0	0	0	0	0	0	0	5,833,000	0	5,833,000
<b>Total</b>	<b>40,838,044</b>	<b>53,237,209</b>	<b>7,851,039</b>	<b>53,569,210</b>	<b>29,744,606</b>	<b>5,615,527</b>	<b>5,737,226</b>	<b>3,089,242</b>	<b>20,559,925</b>	<b>7,537,883</b>	<b>52,784,709</b>	<b>2,855,144</b>	<b>283,419,764</b>

# Expenditure Summary

## FY 2009 Proposed BFAAC Table – Operating Agencies

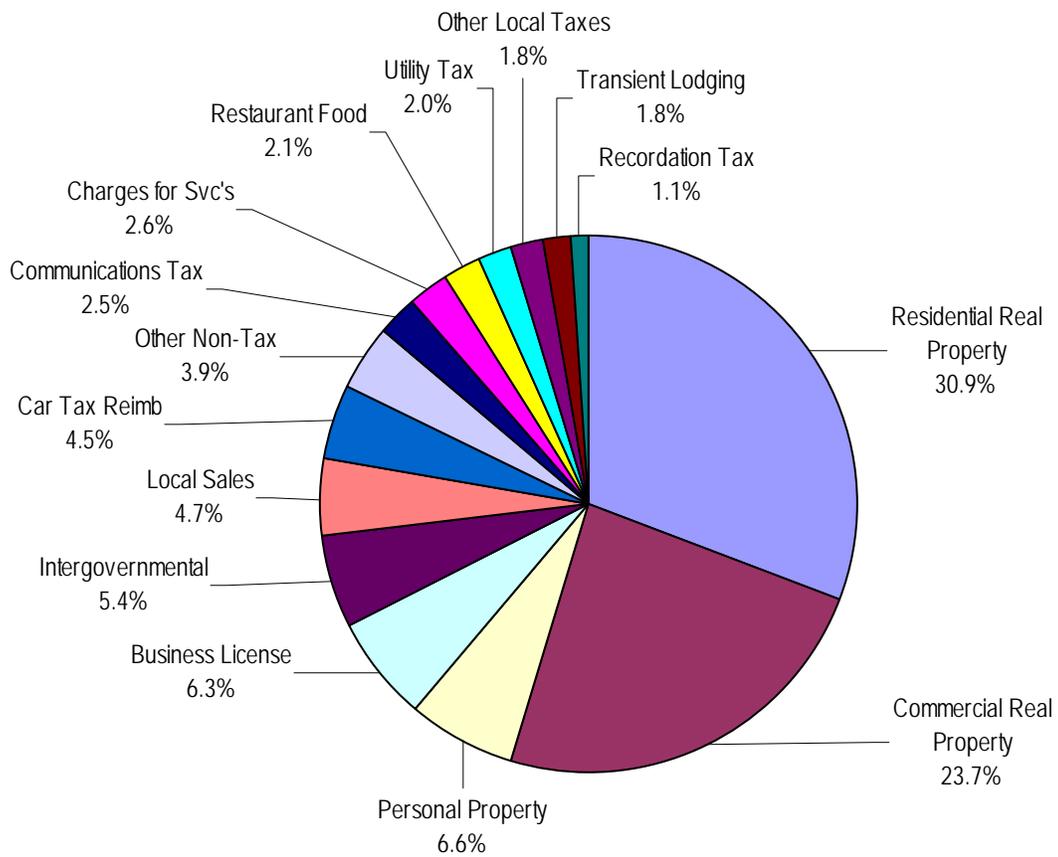
Expense Category	Fire	Police	Health	Human Services	Housing	Planning & Zoning	Economic Development Activities	Historic Alexandria	Mental Health, Mental Retardation & Substance Abuse	Recreation, Parks & Cultural Activies	Library	Transportation & Environmental Services	Total
Salaries	25,405,379	32,259,630	1,164,733	14,559,271	1,269,876	3,527,133	0	1,910,400	18,478,504	11,581,176	4,452,580	20,394,276	135,002,958
Fringe Benefits	10,113,256	13,739,792	634,601	5,687,062	476,885	1,293,338	0	560,489	6,921,298	3,826,269	1,418,206	4,905,623	49,576,819
Contractual Services	1,606,615	1,066,466	4,854,759	1,583,968	207,683	1,049,263	27,600	346,659	2,204,910	2,494,597	373,440	17,431,036	33,246,996
Internal Services	1,347,286	1,554,202	23,562	237,494	16,467	63,539	0	31,706	164,737	374,027	6,536	1,097,979	4,917,535
Commodities	1,500,560	881,849	56,746	352,554	4,150	36,003	0	187,562	968,088	1,317,021	77,092	3,938,562	9,320,187
Office Furniture & Equipment	0	0	0	0	0	0	0	4,500	0	2,500	0	34,810	41,810
Vehicular Equipment	1,037,500	1,385,107	0	218,000	0	19,957	0	0	119,124	413,016	0	1,590,022	4,782,726
EDP Equipment	49,571	649,766	0	0	0	0	0	0	1,830	17,950	0	11,420	730,537
Utilities	199,640	8,646	130,055	108,985	0	0	0	311,781	379,053	705,591	256,402	1,812,987	3,913,140
Travel & Education	278,148	126,265	13,673	112,053	4,871	26,102	0	5,915	193,374	56,923	300	48,260	865,884
Leases & Rentals	174,655	2,129,664	2,620	1,522,693	208,758	41,773	0	13,440	786,613	61,083	0	127,800	5,069,099
Subsidies & Contributions	0	0	998,600	25,757,656	1,613,226	0	3,244,582	6,000	228,867	504,460	0	3,500	32,356,891
EDP Software Development	0	0	0	0	0	0	0	0	0	3,323	0	0	3,323
Other Charges	606,830	1,147,060	27,380	5,776,565	1,957,287	42,074	0	-77,446	216,717	409,715	983,333	1,730,117	12,819,632
Grant Match	0	0	0	0	0	0	0	0	0	0	0	57,060	57,060
Other Special Revenue Funds	0	0	0	0	0	0	0	0	0	0	0	5,954,910	5,954,910
<b>Total</b>	<b>42,319,440</b>	<b>54,948,447</b>	<b>7,906,729</b>	<b>55,916,301</b>	<b>5,759,203</b>	<b>6,099,182</b>	<b>3,272,182</b>	<b>3,301,006</b>	<b>30,663,115</b>	<b>21,767,651</b>	<b>7,567,889</b>	<b>59,138,362</b>	<b>298,659,507</b>

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# Revenues

## General Fund Revenue Distribution Proposed FY 2009

The pie chart below shows the distribution of estimated General Fund revenues for FY 2009 (\$528.2 million), excluding the appropriation from fund balance.



# Revenues

## Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2007 Actual	FY 2008 Budget	FY 2008 Revised	FY 2009 Proposed	FY 2009 Approved
<b>General Fund</b>					
General Property Tax Revenue					
Real property tax	274,477,571	278,154,368	282,318,497	288,346,584	
Personal property tax	34,487,009	36,100,000	34,950,000	34,950,000	
Penalties and Interest	1,856,927	1,680,000	1,770,000	1,770,000	
<i>Total general property tax revenue</i>	<i>310,821,507</i>	<i>315,934,368</i>	<i>319,038,497</i>	<i>325,066,584</i>	
<b>Other local tax revenue</b>					
Local sales tax	25,440,638	27,400,000	25,000,000	25,000,000	
Utility tax	13,562,612	9,600,000	10,200,000	10,400,000	
Business licenses	30,947,412	32,100,000	32,500,000	33,500,000	
Motor vehicle licenses	2,429,078	3,400,000	3,100,000	3,100,000	
Recordation	6,561,330	5,700,000	5,700,000	5,700,000	
Cigarette	2,932,386	2,750,000	2,900,000	2,900,000	
Transient Lodging	7,415,059	8,800,000	8,600,000	9,700,000	
Restaurant food	10,657,839	10,400,000	10,700,000	11,100,000	
Admissions	1,058,226	1,000,000	1,100,000	1,100,000	
Cell phone	1,397,452	-	-	-	
Communications service	5,318,253	12,400,000	12,600,000	13,000,000	
Other miscellaneous	3,259,081	2,380,000	2,368,231	2,380,000	
<i>Total other local tax revenues</i>	<i>110,979,367</i>	<i>115,930,000</i>	<i>114,768,231</i>	<i>117,880,000</i>	
<b>Non-tax revenue</b>					
Licenses, permits, and fees	5,944,363	5,356,000	5,456,000	6,157,000	
Fines forfeitures	3,628,938	4,722,300	4,072,300	4,144,300	
Use of money and property	9,712,862	9,570,000	8,300,000	7,760,000	
Charges for services	10,287,520	11,270,072	10,880,072	13,914,185	
Intergovernmental revenues (PPTRA)	23,778,360	23,600,000	23,578,531	23,578,531	
Intergovernmental revenues	29,829,592	29,556,334	29,672,041	28,763,825	
Miscellaneous	590,350	245,000	771,000	902,670	
<i>Total non-tax revenue</i>	<i>83,771,986</i>	<i>84,319,706</i>	<i>82,729,944</i>	<i>85,220,511</i>	
<b>Total General Fund Revenues</b>	<b>505,572,861</b>	<b>516,184,074</b>	<b>516,536,672</b>	<b>528,167,095</b>	
<b>Other financing sources (uses)</b>					
Appropriations from Fund Balances					
City Fund Balance	7,154,819	1,999,550	2,576,550	4,600,000	
Sewer Fund	1,063,895	1,311,109	1,311,109	1,323,910	
Transfer from IT Equipment Replacement Fund				700,000	
<i>Total Fund Balance Appropriations</i>	<i>8,218,714</i>	<i>3,310,659</i>	<i>3,887,659</i>	<i>6,623,910</i>	
<b>Total General Fund Revenues and Other Sources</b>	<b>513,791,575</b>	<b>519,494,733</b>	<b>520,424,331</b>	<b>534,791,005</b>	

# Revenues

## New General Fund Fees and Fee Changes FY 2009 Proposed Budget

Department	Tax Rate/ Fee	Estimated Revenue
Code Enforcement	0.5% surcharge on building permits	\$20,000
	8% surcharge on building permits	\$350,000
	5% surcharge on building permits for permit center	\$220,000
Finance	Bad Check Charges	\$6,000
Fire	Increased Ambulance Fees	\$300,000
	Hazardous Material Fees	\$15,000
Historic Alexandria	Archeology Summer Camp	\$10,000
	Outdoor Event Fee	\$2,000
	National Harbor Tour Package	\$10,000
	"Pay What You Can" admissions policy	\$26,040
	Rental fee Increase	\$8,275
Planning & Zoning	Final Site Plan Fees	\$190,000
	Preliminary Subdivision Fees	\$42,030
	Final Subdivision Fees	\$3,300
	CDD Concept Plan Fees	\$42,160
	Development Site Plan/SUP Fees	\$87,824
	Development Site Plan/SUP Amendment Fees	\$9,000
	Transportation Management SUP Fees	\$44,554
Recreation	Youth sports registration	\$4,000
	Non-City Sponsored Athletic Program Registration	\$15,000
	Park Rental Fees	\$11,200
	Therapeutic Rec Summer Camp Fee	\$14,000
Transportation & Environmental Services	Solid Waste Hauler Permit Fees	\$90,000
	Increase in Parking Meter Rates	\$700,000
	Fees for towing, storage, and service	\$82,500
	Noise permit fee	\$11,000
	Right of way permits	\$50,000
	White goods pickup	\$42,960
	Residential Refuse Collection Rate	\$287,970
<b>Total</b>		<b>\$2,694,813</b>

For more details, see the departmental text.

# Revenues

## Real Property Tax Revenues

FY 2009 Proposed \$288.3 million  
54.6% of General Fund Revenues

FY 2007 Actuals	FY 2008 Budget	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$274,477,571	\$278,154,368	\$282,318,497	\$288,346,584	2.1%

### Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	10.7%	9.0%	5.6%
Inflation Adjusted Increase	7.5%	6.2%	2.8%

### Background

The budget reflects a CY 2008 and CY 2009 Real Property Tax Rate of 83.0 cents per \$100, the same as CY 2007. As required by State law, all real estate parcels in the City are annually assessed at 100 percent of estimated fair market value. One cent of real estate tax revenue applied to the current estimated tax in the last half of FY 2008 equals \$1.751 million and the 12 months of FY 2009 equals \$3.502 million.

The chart below shows the tax rate and other real property tax revenues since 2004.

Calendar Year	Tax Rate Per \$100	Changes
2004	.995	One cent of real estate tax for Open Space dedication continues.
2005	.915	One cent of real estate tax dedicated for affordable housing. One cent of real estate tax for Open Space dedication continues.
2006	.815	One cent of real estate tax for affordable housing continues. Open Space Fund dedication changed from one cent to one percent of real estate tax revenues.
2007	.830	One cent of real estate tax for affordable housing continues. One percent of real estate tax for Open Space dedication continues.
2008	.830	One cent of real estate tax for affordable housing proposed to continue. One percent of real estate tax for Open Space dedication proposed to continue.

# Revenues

As detailed in the Calendar Year 2008 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2008 (calendar year) locally assessed tax base is approximately \$34.7 billion, an increase of \$1.4 billion , or 4.0% , as compared to the CY 2007 equalized tax base. Including Public Service Corporations and railroad real property which are assessed by the State, the total real property tax base has increased to approximately \$35.6 billion, an increase of \$1.4 billion , or 4.0%, as compared to the 2007 equalized tax base. Of the total increase, approximately 31% (\$431.5 million) is the result of new growth, including \$155.3 million in new residential growth and \$276.2 million in new commercial growth. The reassessments of existing properties increased \$931.7 million. Existing commercial real property appreciated \$1.3 billion; the value of existing residential real property decreased by \$395.3 million.

Real Property tax revenues for the first half of FY 2009 (the second half of calendar year 2008) are based on the 2008 real property assessment, no change in the existing rate of \$0.830 and a 49.25 percent collection rate for the second half of the 2008 tax levy. Real property tax revenues for the second half of FY 2008 (the first half of calendar year 2008) assume no increase in real property assessments in 2009 and no change in the tax rate or collection rate. This projection is a conservative estimate based on the uncertainties of a modestly declining residential real estate market, a modest appreciation of commercial properties, and limited new construction (See the Statement of Estimated Real Property Tax Revenues following this summary for calculations.)

The real property tax estimate for FY 2009 has been reduced by approximately \$3.7 million to reflect the costs of the senior citizen and disabled persons tax relief program. The table below reflects tax relief extended to qualified taxpayers for the last six calendar years. CY/FY 2008 Senior and Disabled Tax Relief is expected to remain constant after two years of stable or slightly declining residential real estate values.

**Senior Citizens and Disabled Tax Relief, CY 2003 – CY 2009 (estimated)**

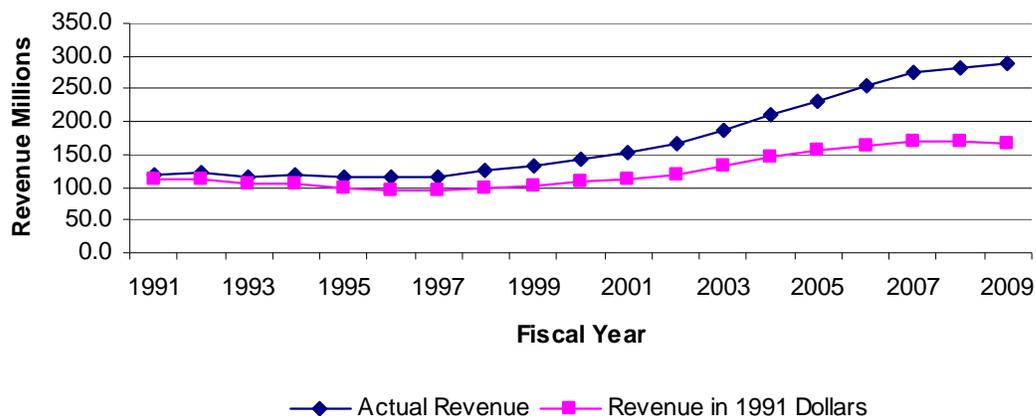
2003	2004	2005	2006	2007	2008(est)	2009(est)
\$1,564,065	\$2,229,949	\$2,273,857	\$3,317,005	\$3,375,000	\$3,670,000	\$3,670,000

## Legislative Authority

Virginia Code §58.1-3200

City Code Section §3-2-181

**Real Property Tax Revenue FY 2001-FY 2009**



# Revenues

## City of Alexandria, Virginia

### STATEMENT OF ESTIMATED REAL PROPERTY TAX REVENUES

For the fiscal years ending June 30, 2008 and June 30, 2009

	Due Date	Assessed Value (thousands)	Tax rate (per \$100)	Tax Year Gross Levy	Estimated Collection rate	Net Tax revenue	Value of 1 cent
Fiscal Year 2008							
Second half tax year 2007							
Locally assessed real property	11/15/2007	33,388,968	0.83	277,128,438	49.00%	135,792,934	1,636,059
Non-locally assessed property	11/15/2007	854,062	0.83	7,088,718	49.90%	3,537,271	42,618
<i>Total second half tax year 2006</i>		<i>34,243,030</i>		<i>284,217,156</i>		<u>139,330,205</u>	<u>1,678,677</u>
First half tax year 2008							
Locally assessed real property	6/15/2008	34,662,904	0.83	287,702,107	49.25%	141,693,288	1,707,148
Non-locally assessed property	6/15/2008	892,054	0.83	7,404,048	49.50%	3,665,004	44,157
<i>Total first half tax year 2007</i>		<i>35,554,958</i>		<i>294,834,234</i>		<u>145,358,292</u>	<u>1,751,305</u>
<b>Total fiscal year 2008 revenue</b>						<b><u>284,688,497</u></b>	<b><u>3,429,982</u></b>
Less projected senior citizen and disability tax relief						-3,670,000	
Plus delinquent FY 2007 and prior year real estate tax revenues collected in FY 2008						1,300,000	
<b>Total FY 2008 revenue after adjustments</b>						<b><u>282,318,497</u></b>	
Fiscal Year 2009							
Second half tax year 2008							
Locally assessed real property	11/15/2008	34,662,904	0.83	287,702,107	49.25%	141,693,288	1,707,148
Non-locally assessed property	11/15/2008	892,054	0.83	7,404,048	49.50%	3,665,004	44,157
<i>Total second half tax year 2008</i>		<i>35,554,958</i>		<i>294,834,234</i>		<u>145,358,291</u>	<u>1,751,305</u>
First half tax year 2009							
Locally assessed real property	6/15/2009	34,662,904	0.83	287,702,107	49.25%	141,693,288	1,707,148
Non-locally assessed property	6/15/2009	892,054	0.83	7,404,048	49.50%	3,665,004	44,157
<i>Total first half tax year 2009</i>		<i>35,554,958</i>		<i>294,834,234</i>		<u>145,358,292</u>	<u>1,751,305</u>
<b>Total fiscal year 2009 revenue</b>						<b><u>290,716,583</u></b>	<b><u>3,502,609</u></b>
Less projected senior citizen and disability tax relief						-3,670,000	
Plus delinquent FY 2007 and prior year real estate tax revenues collected in FY 2008						1,300,000	
<b>Total FY 2009 revenue after adjustments</b>						<b><u>288,346,584</u></b>	

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# Revenues

## Real Estate Assessments by Calendar Year (Amounts in Thousands)

	1997	1998	1999	2000	2001	2002
Residential Single Family	4,245,411	4,387,491	4,657,845	5,119,264	5,830,209	6,791,096
Residential Condominium	1,496,966	1,495,305	1,511,210	1,597,678	1,743,688	2,098,194
Commercial Multi-Family	1,336,457	1,376,604	1,500,100	1,584,496	1,734,225	2,004,540
Office/Retail Property	2,891,476	3,094,323	3,318,516	3,744,874	4,061,051	4,155,509
Other Commercial	589,465	630,872	553,705	608,320	598,139	421,220
Public Service Corporation	611,029	620,694	646,144	640,676	665,038	662,430
Total	<u>11,170,804</u>	<u>11,605,289</u>	<u>12,187,520</u>	<u>13,295,308</u>	<u>14,632,350</u>	<u>16,132,989</u>
Residential Single Family	38.0%	37.8%	38.2%	38.5%	39.8%	42.1%
Residential Condominium	13.4%	12.9%	12.4%	12.0%	11.9%	13.0%
Commercial Multi-Family	12.0%	11.9%	12.3%	11.9%	11.9%	12.4%
Office/Retail Property	25.9%	26.7%	27.2%	28.2%	27.8%	25.8%
Other Commercial	5.3%	5.4%	4.5%	4.6%	4.1%	2.6%
Public Service Corporation	5.5%	5.3%	5.3%	4.8%	4.5%	4.1%
Total	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>
Residential	51.4%	50.7%	50.6%	50.5%	51.8%	55.1%
Commercial	48.6%	49.3%	49.4%	49.5%	48.2%	44.9%

# Revenues

## Real Estate Assessments by Calendar Year (Amounts in Thousands)

	2003	2004	2005	2006	2007	2008
Residential Single Family	8,361,631	9,727,249	11,604,207	13,840,915	13,810,784	13,748,710
Residential Condominium	2,830,219	3,518,100	4,668,117	6,490,841	6,394,580	6,256,439
Commercial Multi-Family	2,264,921	2,570,652	3,088,102	3,378,614	4,102,178	4,431,654
Office/Retail Property	4,623,100	5,447,070	6,499,398	7,565,870	8,386,548	9,419,338
Other Commercial	464,500	549,565	726,886	850,487	694,879	806,764
Public Service Corporation	681,555	76,860	772,941	779,992	854,062	892,054
Total	<u>19,225,926</u>	<u>21,889,496</u>	<u>27,359,651</u>	<u>32,906,719</u>	<u>34,243,031</u>	<u>35,554,959</u>
Residential Single Family	43.5%	44.4%	42.4%	42.1%	40.3%	38.7%
Residential Condominium	14.7%	16.1%	17.1%	19.7%	18.7%	17.6%
Commercial Multi-Family	11.8%	11.7%	11.3%	10.3%	12.0%	12.5%
Office/Retail Property	24.0%	24.9%	23.8%	23.0%	24.5%	26.5%
Other Commercial	2.4%	2.5%	2.7%	2.6%	2.0%	2.3%
Public Service Corporation	3.5%	0.4%	2.8%	2.4%	2.5%	2.5%
Total	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>
Residential	58.2%	60.5%	59.5%	61.8%	59.0%	56.3%
Commercial	41.8%	39.5%	40.5%	38.2%	41.0%	43.7%

Sources: Assessment Values are from the 1997-2008 Real Property Assessment Reports.

2007 data has been revised from the FY 2007 document and reflects equalized data as of 12/31/2007.

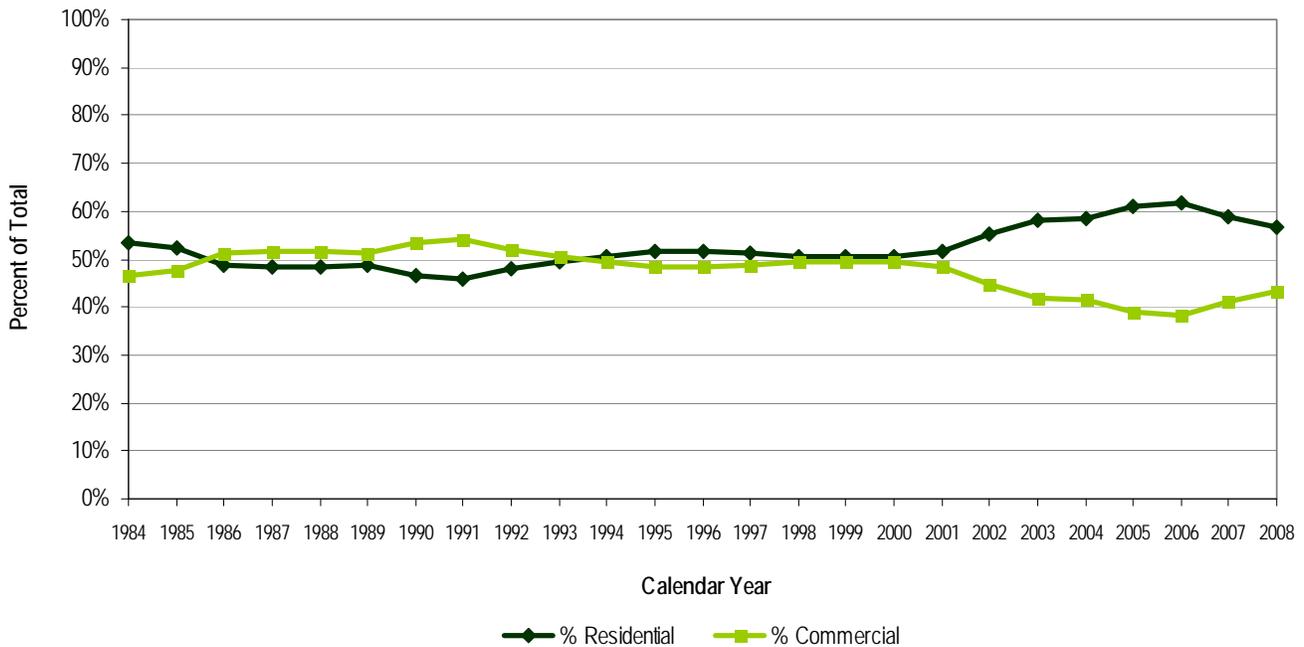
2008 figures are estimated.

# Revenues

## Real Property Tax Base

### Residential and Commercial Assessed Percentages Tax Years 1984-2008

This graph displays the change in the City's real property tax base since 1984. The darker line represents the share of residential property (single family and condominiums) as a percentage of the City's total assessed tax base and the lighter line represents the share of commercial property. Between 1984 and 2000, residential and commercial assessments each accounted for approximately 50 percent of the City's tax base. After 2000, residential assessments began to significantly increase as a share of the tax base. Since 2006, that trend has begun to reverse itself and the share of residential property has fallen by 5.5 percentage points from 61.8% of the City's tax base in 2006 to 59.0% in 2007 to 56.3% in 2008. The commercial tax base has thus commensurately increased by 5.5 percentage points from 38.2% of the City's tax base in 2006 to 41.0% in 2007 to 43.7% in 2008.



# Revenues

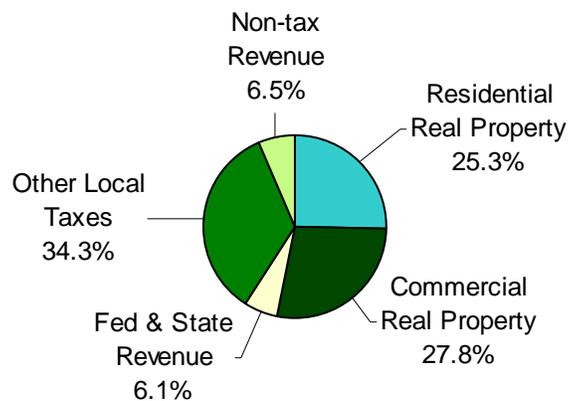
## Real Property Revenue as a Share of Total General Fund Revenues

FY 1991 and FY 2009

The graphs below reflect the share of General Fund revenue of the major sources for FY 1991 and for the current fiscal year. As a share of total General Fund revenues, real property taxes have risen from 53.1% in 1991 to 54.6% in 2009. In 1991, which coincided with the tax year 1990, the residential homeowner provided one quarter of the total General Fund revenue and just under half of the total real property tax revenue. Today, the residential homeowner provides around 31% of all General Fund Revenue and around 55% of all real property tax revenue.

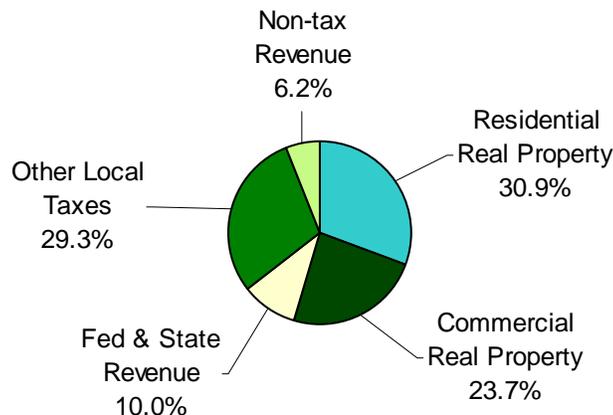
### FY 1991 General Fund Revenue

\$221.7 million\*



### FY 2009 Proposed General Fund Revenue

\$528.2 million\*



# Revenues

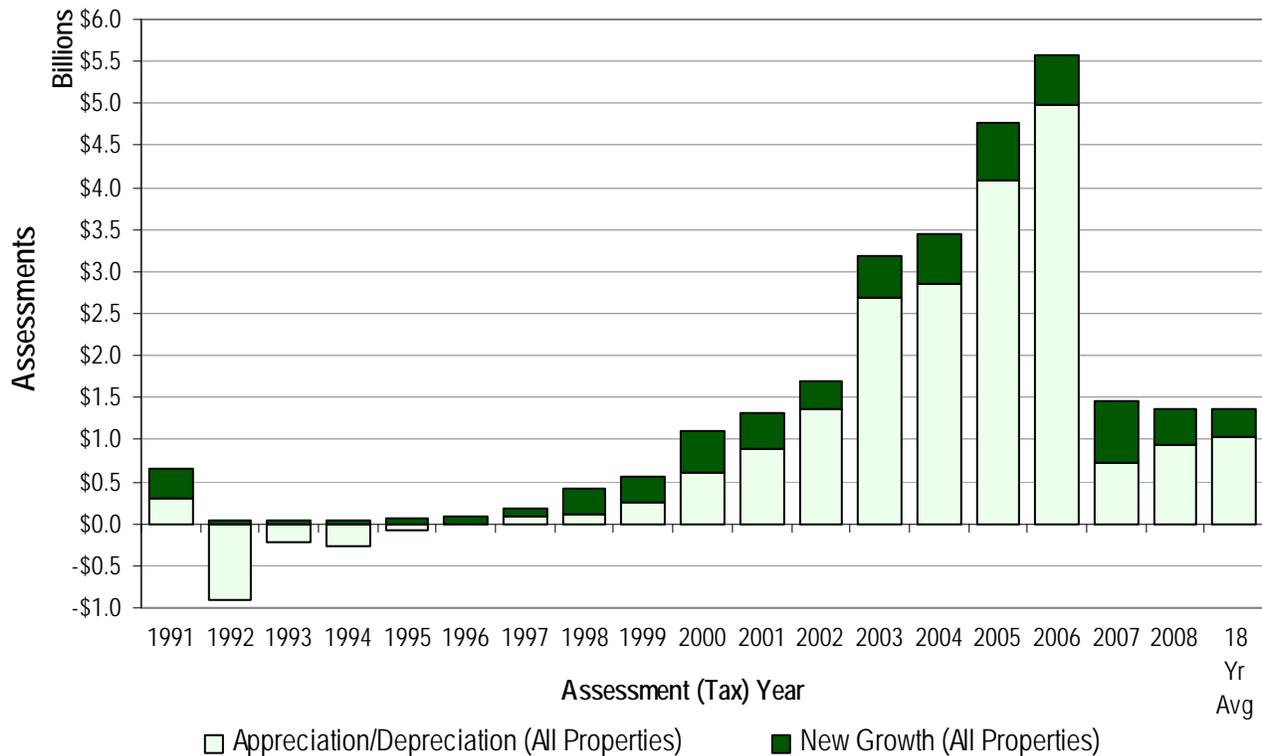
## Real Property Tax Base

### Change in Total Tax Base Years 1991-2008

The following chart compares the total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of appreciation. From tax year 2001 to 2006, appreciation significantly exceeded the value of new construction. The residential real estate market has slowed recently, and in tax year 2008, appreciation contributed about 68% of the increase in the tax base, nearly all of which was on the commercial side. As a result of significant increases in appreciation from 2001-2006, the average value of appreciation for the eighteen year period shown is over three times the average value of new construction. During this eighteen years new construction totaled some \$6.1 billion or some 17.1% of the current City real property tax base.

### Change in Total Tax Base

Tax Year 1991-2008

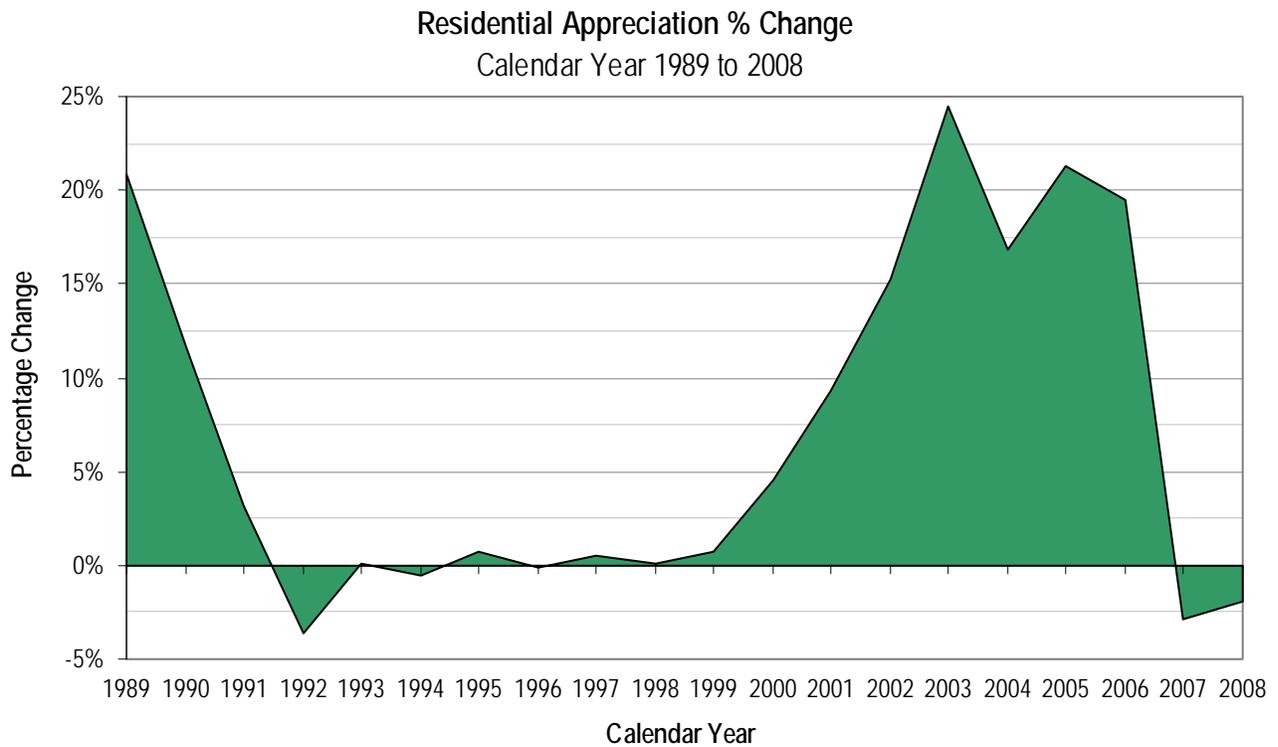


# Revenues

## Real Property Tax Base

### Residential Appreciation Tax Year 1989-2008

The following chart reflects the percentage change in appreciation of existing residential properties. Due to demand for housing in the City, driven by strong regional job growth and by relatively low mortgage interest rates, from 2001 until 2006, appreciation exceeded the historic norm. In 2006, the residential real estate market slowed dramatically, and since 2006, residential assessments decreased, by 2.9% in 2007, and by an additional 1.9% in 2008. If the pattern of the early 1990's and earlier real estate cycles repeat themselves, the slowdown in the real estate market will likely last several more years.



# Revenues

## Real Property Taxes

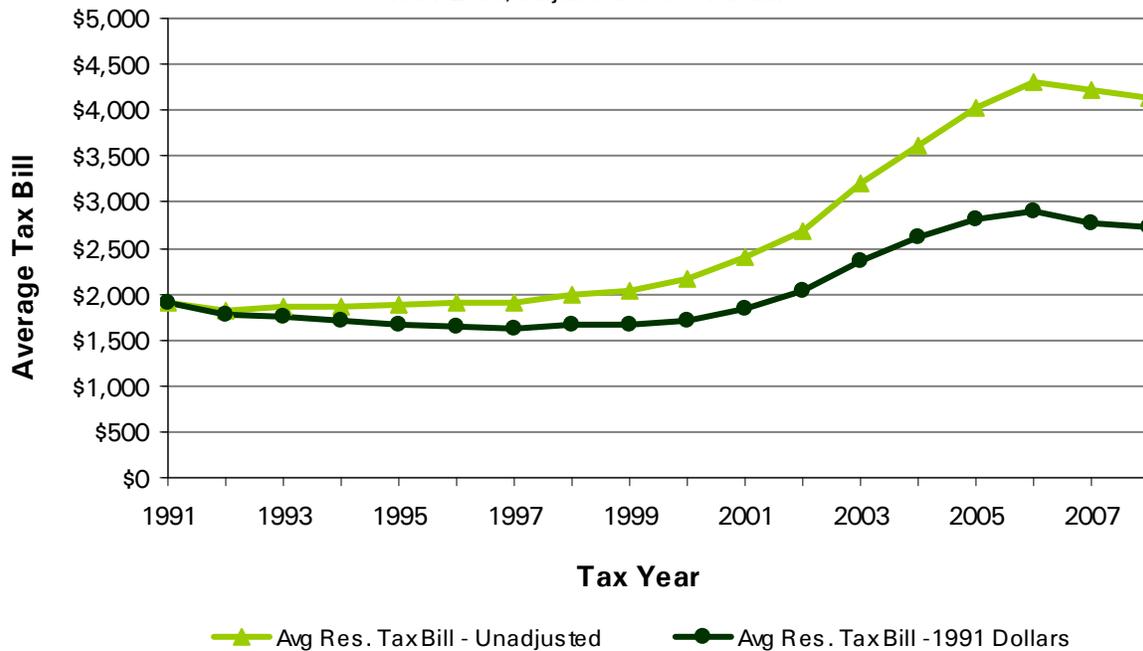
### Average Residential Tax Bills 1991-2008

The following table depicts the average residential real estate tax bill adjusted to 1991 dollars, using the U.S. Bureau of Labor Statistics Consumer Price Index (CPI) information, and using real estate tax rates in place each year.

For the owner of an average residential unit (defined as single family homes, residential condominiums, and cooperatives) in 1991, the City tax bill in 1991 dollars was \$1,904. The tax bill for the average residential unit in 2007 at the \$0.83 tax rate was \$4,230 or \$2,778 in 1991 dollars. Under the proposed budget which maintains an \$0.83 tax rate, the tax bill for the average residential unit in 2008 is expected to decrease by \$91 to \$4,139 or \$2,719 in 1991 dollars.

### Residential Tax Bill Comparison

1991-2008, Adjusted to 1991 dollars

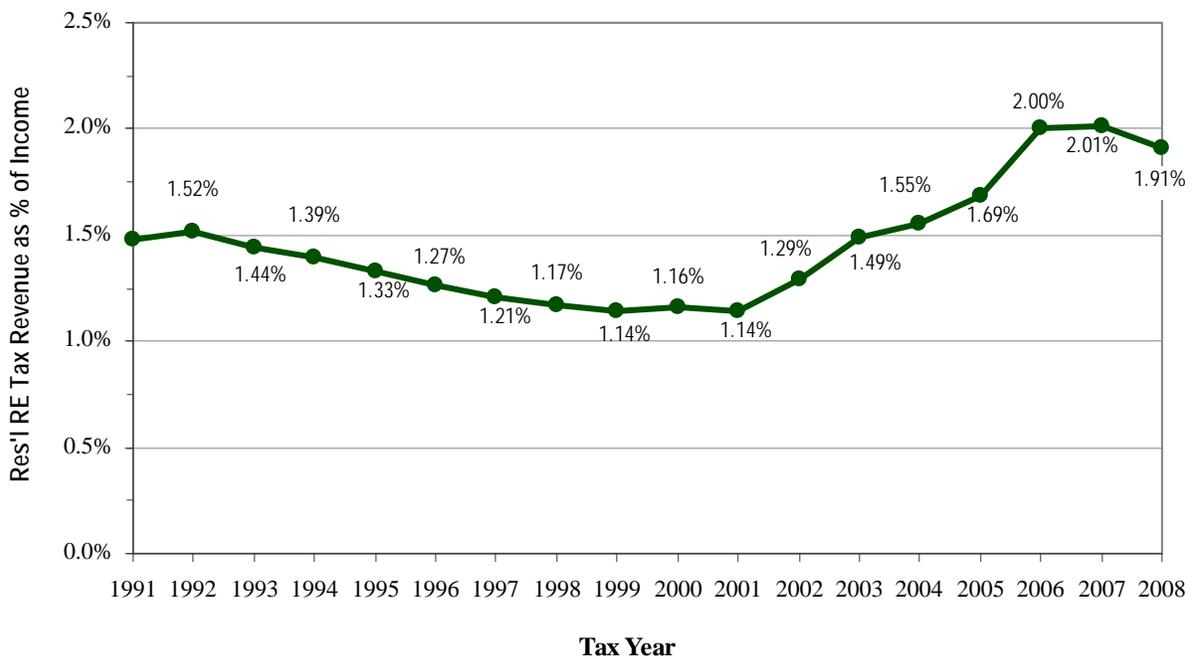


# Revenues

## Residential Real Estate Tax Revenue Compared to Per Capita Income

Tax Years 1991-2008

The graph depicts the proportion of City residential personal income that goes to pay the real property tax. For purposes of this graph, residential tax revenues include real property taxes generated by single family homes, condominiums and apartments (multi-family housing). As shown in the graph, the real property tax burden declined through the nineties as appreciation of properties (and the real estate tax burden) failed to keep up with rising personal income. However, beginning in 2001 the effect of the strong real estate market, despite a decreasing tax rate, is evidenced by an increasing portion of personal income that goes to pay the real property tax.



# Revenues

## Real Estate Tax Rates

### Regional Tax Rates Tax Years 1986-2008 (Proposed)

Shown below is a comparison of real estate tax rates from selected major Northern Virginia jurisdictions over the past twenty-three calendar years. In Virginia, the tax and calendar years coincide. Rates listed are per \$100 of assessed value.

Tax Year**	Alexandria	Arlington	Fairfax	Loudoun	Pr. William
1986	1.380	0.940	1.35	1.02	1.420
1987	1.340	0.920	1.32	0.88	1.300
1988	1.250	0.890	1.30	0.95	1.380
1989	1.100	0.780	1.19	0.88	1.380
1990	1.045	0.765	1.11	0.85	1.360
1991	1.045	0.765	1.11	0.94	1.360
1992	1.045	0.820	1.16	0.96	1.360
1993	1.070	0.860	1.16	1.00	1.360
1994	1.070	0.897	1.16	1.02	1.360
1995	1.070	0.940	1.16	0.99	1.360
1996	1.070	0.960	1.23	1.03	1.360
1997	1.070	0.986	1.23	1.06	1.360
1998	1.110	0.998	1.23	1.11	1.360
1999	1.110	0.998	1.23	1.11	1.360
2000	1.110	1.023	1.23	1.08	1.340
2001	1.110	1.023	1.23	1.08	1.310
2002	1.080	0.993	1.21	1.05	1.230
2003	1.035	0.978	1.16	1.11	1.160
2004	0.995	0.958	1.13	1.1075	1.070
2005	0.915	0.878	1.00	1.04	0.974
2006	0.815	0.818	0.89	0.89	0.8071
2007	0.830	0.818	0.89	0.96	0.8379
2008	0.830				

\* Prince William includes a general tax levy and two special levies that are levied throughout the County. Alexandria's tax rate includes one percent dedicated to open space acquisition, and one cent dedicated to affordable housing.

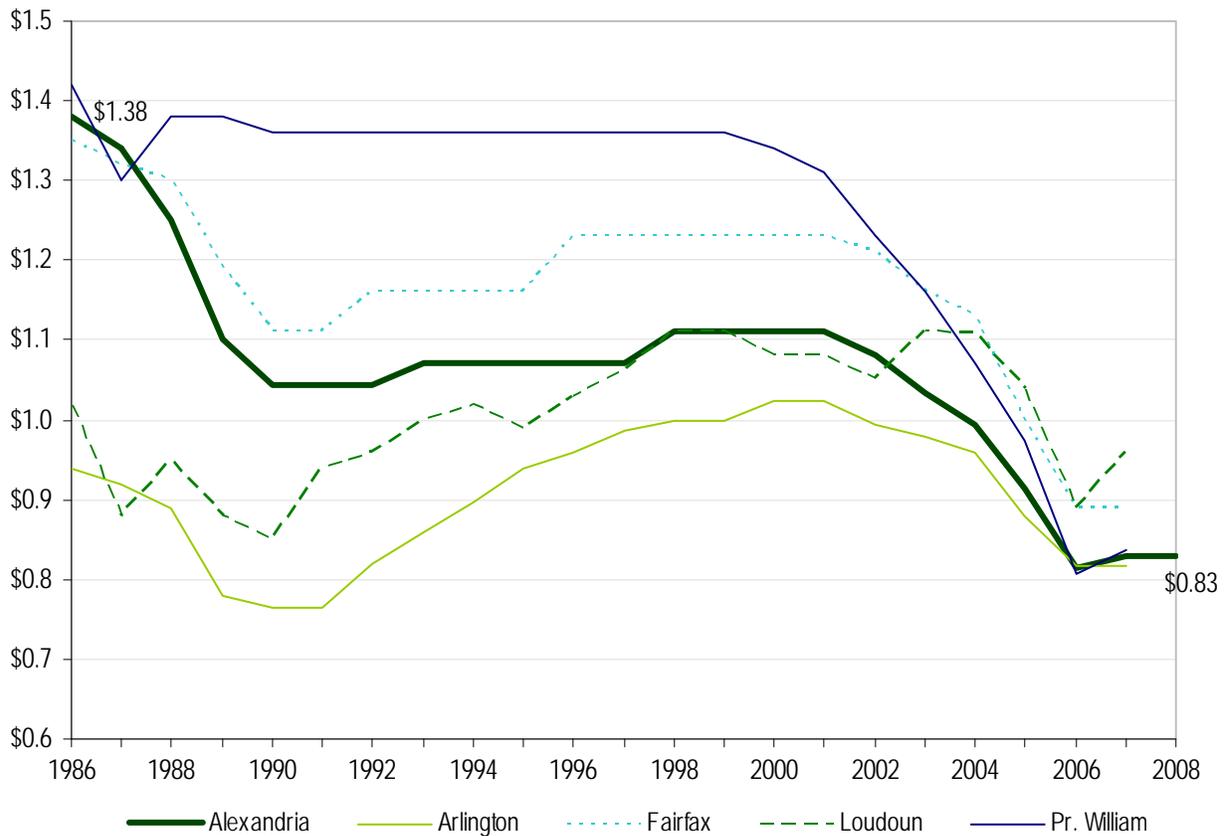
\*\* Information is not yet available for surrounding jurisdictions as of January 31, 2008.

# Revenues

## Real Estate Tax Rates

### Regional Tax Rates Tax Years 1986-2008 (Proposed)

As noted in the graph below which depicts the various tax rates of the major jurisdictions in Northern Virginia for the past twenty years, in 1988, Alexandria had the second highest tax rate in the area at \$1.38 per \$100. In tax year 2007 Alexandria had the second lowest rate in the area of 83.0 cents per \$100. In the FY 2009 proposed budget, Alexandria's current rate of 83.0 cents has been maintained.

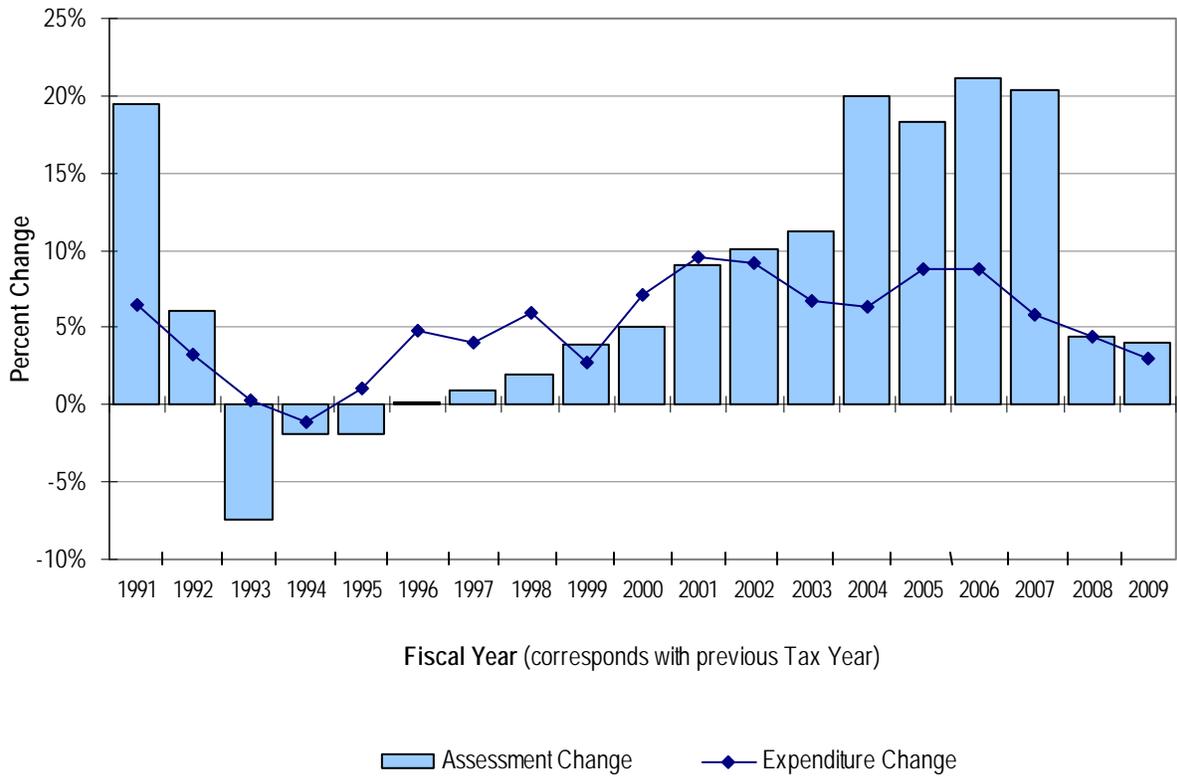


# Revenues

## Real Property Assessments Compared to General Fund Expenditures

Tax Years 1991-2008

The following graph compares the growth in the City's Real Property Tax Base (all sources) with the growth of the overall General Fund budget (including the appropriation to the Schools and cash capital funding of the Capital Improvement program budget.) As noted below, from 1991 to 1993, as the City's tax base declined, overall spending declined as well. Since the time the City's tax base started significantly appreciating in Tax Year (TY) 2000, the average annual compounded appreciation of the tax base (TY 2000 – TY 2008) is 13.8%. This is compared to an average annual compounded increase in the City's General Fund amended operating budget (FY 2001 – FY 2009) of 6.6%. The growth in the City's FY 2009 Proposed General Fund Operating Budget including the School transfer is 2.94%



# Revenues

## Personal Property Tax

FY 2009 Proposed \$58.5 million (\$34.9 million local/\$23.6 million Virginia car tax reimbursement)

11.1% of General Fund Revenues (6.6% local/4.5% Virginia reimbursement)

	FY 2007 Actuals	FY 2008 Budgeted	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
Personal Property Tax	\$34,487,009	\$36,100,000	\$34,950,000	\$34,950,000	0.0%
<i>State Reimbursement</i>	<i>\$23,778,360</i>	<i>\$23,600,000</i>	<i>\$23,578,531</i>	<i>\$23,578,531</i>	<i>0.0%</i>
Total	\$58,265,369	\$59,700,000	\$58,778,531	\$58,778,531	0.0%

## Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	-0.45%	4.6%	5.0%
Inflation Adjusted Increase	-3.3%	1.9%	2.3%

For calendar year 2007, the assessed value of personal property in the City is approximately \$1.4 billion, of which \$900 million is individual personal property.

## Vehicle Personal Property Tax

Alexandria's vehicle tax rate is \$4.75 per \$100. The City computes the value of vehicles using trade-in-value, which equals 86% of the National Automobile Dealers Association (N.A.D.A.) retail value. Thus, the effective rate on vehicles is \$4.09 per \$100 value. The tax is paid yearly. Personal Property tax bills are mailed in August; payment is due by October 5. If taxes are not paid on time, a 10% penalty and interest are applied.

Since 1999, the Commonwealth of Virginia has reimbursed all localities in Virginia for the vehicle portion of the personal property tax as part of the Personal Property Tax Relief Act (PPTRA). (See italicized line above.) From CY 2002 to CY 2005, the reimbursement amount was 70% of the first \$20,000 of a vehicle's assessed tax bill. Beginning in CY 2006, the State began to reimburse localities a fixed amount based on the CY 2004 level of state reimbursement. For Alexandria, this totals \$23,578,531. Unless the General Assembly provides additional funding, that reimbursement is not expected to increase, and with no increases, in the long run, it will cover a gradually decreasing portion of the tax on vehicles. For CY 2007, the State reimbursement to the City covered 69% of the tax bill, the highest percentage of all local jurisdictions in Northern Virginia. For CY 2008, the reimbursement rate will be calculated in August and is not likely to change if the total value of residential vehicles in the City remains stable as expected.

Revenues projected for FY 2008 are based on actual revenues through December 2007. For FY 2009, it is expected that total revenues from vehicles will not change from FY 2008, based on flat or decreasing sales of new automobiles. State reimbursement for vehicles are expected to remain flat in FY 2009.

# Revenues

## Business Personal Property Tax

Business tangible equipment is valued using established depreciation tables based on original cost. Business personal property consists of motor vehicles, machinery, computers, and furniture. The self-assessing tax return is due to the City on May 1. As with vehicular personal property, the tax on business personal property is due by October 5.

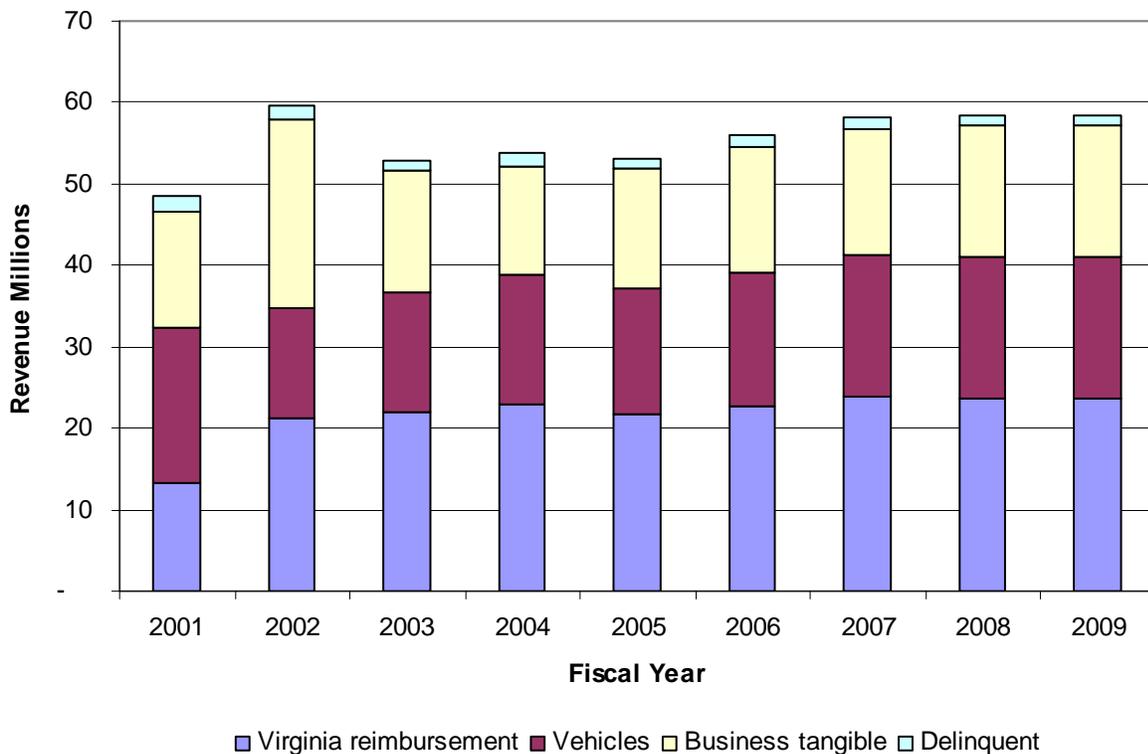
Business personal property tax collections are not expected to increase in FY 2009 compared to FY 2008 projections due to the weakening economy.

### Legislative Authority

Virginia Code §58.1-3507    City Code §3-2-324

The chart below shows the share of Personal Property Tax from each source. Projected revenues in FY 2009 of \$58,778,531 include the PPTRA reimbursement from the State (40%), individual personal property (30%), business personal property (27%), and delinquencies (2%). For budgeting purposes, the PPTRA reimbursement is considered an intergovernmental revenue.

**Personal Property Tax Revenue  
By Source, Fiscal Year 2001 – 2009 Proposed**

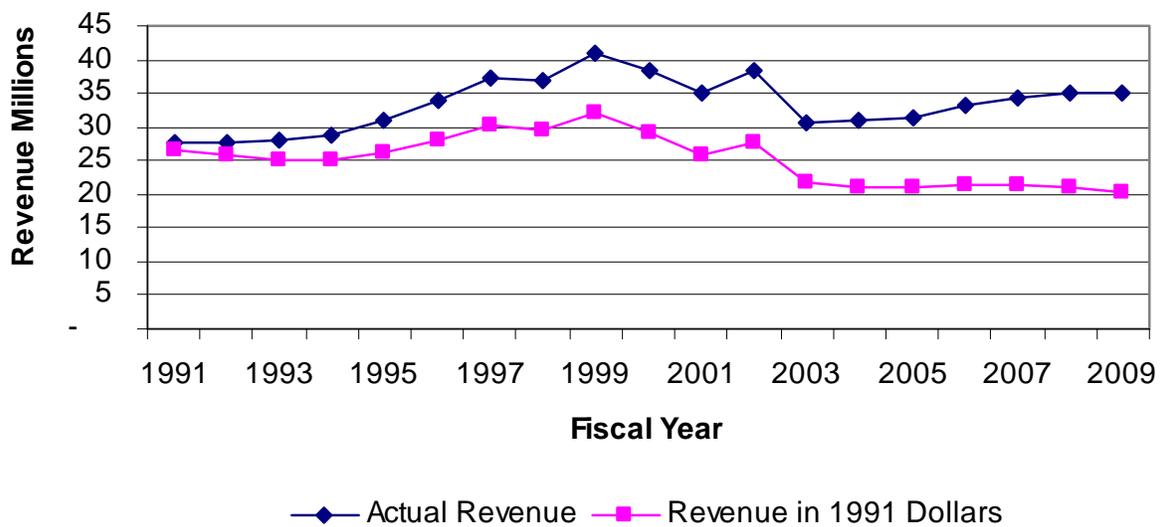


# Revenues

## Business Personal Property Tax

The chart below shows total Personal Property Tax Revenue since 1991, excluding the car tax (PPTRA) reimbursement. Because of the car tax reimbursement, personal property tax revenues paid directly by City taxpayers have decreased from 1999's payment levels.

Personal Property Tax Revenue  
Actual FY 1991 – Proposed FY 2009



# Revenues

## Intergovernmental Revenues

FY 2009 Proposed \$52.3 million

9.9% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$53,607,952	\$53,156,334	\$53,250,572	\$52,342,356	-1.7%

## Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	2.8%	14.5%	9.7%
Inflation Adjusted Increase	-0.1%	11.5%	6.8%

## Background

General Fund Intergovernmental Revenues include state and federal aid that are generally not legally restricted to a specific program use. This excludes grant funding from the state and federal government which is accounted for in the City's Special Revenue Fund. General Fund Intergovernmental Revenues projected for FY 2009 are based on actual revenues through the first six months of FY 2008 as well as the State biennium budget. The largest sources of intergovernmental revenue are Personal Property Tax reimbursement (45.1%), Compensation Board Revenue (12.3%), and HB599 revenue (12.2%). It is projected that intergovernmental revenues in the General Fund will decrease due to changes in the Governor's proposed budget which include the elimination the State's transfer of Wine Taxes and ABC taxes to the City of \$154,000 and the State's taking \$1 million of the City's federal per diem for Federal prisoners maintained in the Alexandria Detention Center. The \$1 million is shown as an offset against Compensation Board Revenue received from the State.

# Revenues

## Intergovernmental Revenues

	FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed
STATE AID				
HB 599 (law enforcement aid)	6,624,744	6,735,814	6,397,010	6,397,010
Personal Property Tax Reimbursement	23,778,360	23,600,000	23,578,531	23,578,531
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	7,416,764	7,414,684	7,410,769	6,410,769
Compensation Board Reimbursements for Treasure & Revenue Administration	636,434	579,546	579,546	579,546
State Prisoner Per Diem	1,036,848	1,000,000	1,000,000	1,000,000
Wine Taxes and Alcoholic Beverage Control (ABC) Taxes	154,033	153,000	154,032	0
State Aid for Road Maintenance	6,039,564	6,226,790	6,234,184	6,400,000
Other State Aid	1,232,614	953,500	953,500	953,500
<b>TOTAL STATE AID</b>	<b>46,919,361</b>	<b>46,663,334</b>	<b>46,307,572</b>	<b>45,319,356</b>
FEDERAL AID				
Federal Prisoner Per Diem	5,740,546	5,913,000	6,363,000	6,363,000
State Criminal Alien Assistance Program	272,840	165,000	165,000	245,000
Other Federal Aid (Indirect costs recovered from federal grants)	675,204	415,000	415,000	415,000
<b>TOTAL FEDERAL AID</b>	<b>6,688,591</b>	<b>6,493,000</b>	<b>6,943,000</b>	<b>7,023,000</b>
<b>TOTAL INTERGOVERNMENTAL AID</b>	<b>53,607,952</b>	<b>53,156,334</b>	<b>53,250,572</b>	<b>52,342,356</b>

### Sources of General Fund Intergovernmental Revenues

HB599 Aid. The City receives funding from the Commonwealth of Virginia to help defray the costs of the Police Department.

Personal Property Tax Reimbursement. Since 1999, the Commonwealth of Virginia has paid a portion of Alexandria's personal property tax on vehicles in Alexandria, the "car tax." For additional information about the reimbursement, see the previous description of the personal property tax.

Compensation Board Reimbursement. The City receives assistance from the Virginia Compensation Board to help defray part of the cost of office operations for Constitutional Officers, including the Sheriff, the Commonwealth's Attorney, the Clerk of Court, and the Registrar. The City also receives assistance to fund part of the cost of the Finance Department.

State Prisoner Per Diem. The City receives per diem compensation from the Commonwealth of Virginia for State prisoners maintained in the Alexandria Detention Center.

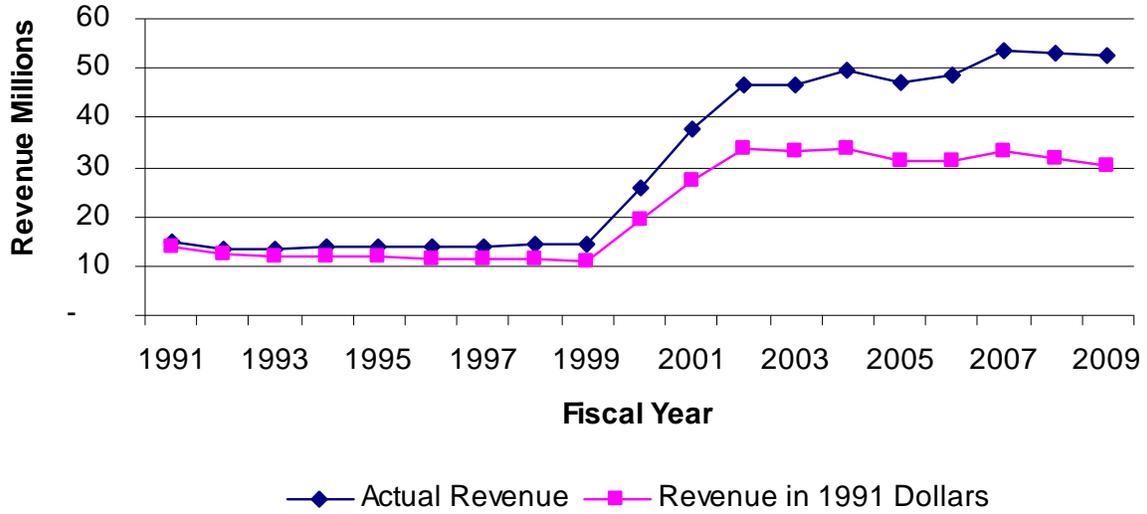
State Aid for Road Maintenance. The City receives State aid for local maintenance of its primary and secondary roads based on a formula including reimbursement rate and locally maintained lane miles.

Federal Prisoner Per Diem. The City receives per diem compensation from the Federal Government for federal prisoners held in custody in the Alexandria Detention Center.

State Criminal Alien Assistance Program. The City receives aid from the Federal Government to help defray the cost of incarceration for undocumented criminal aliens.

# Revenues

Intergovernmental Revenues  
Actual 1991 - Proposed 2009



# Revenues

## Sales Tax Revenues

FY 2009 Proposed \$25.0 million

4.7% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$25,440,638	\$27,400,000	\$25,000,000	\$25,000,000	0.0%

### Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	4.6%	5.1%	4.7%
Inflation Adjusted Increase	1.6%	2.3%	2.0%

### Background

The total sales tax in Alexandria and in all Virginia localities is generally 5.0% (grocery store food is 2.5%), which includes the locally levied sales tax of 1.0% and the State sales tax of 4.0%. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 4.0% State sales tax remitted by businesses which collect tax for the State, 1.0% is allocated to education statewide, 0.5% is allocated to transportation projects statewide, and the balance finances other State funded programs and services.

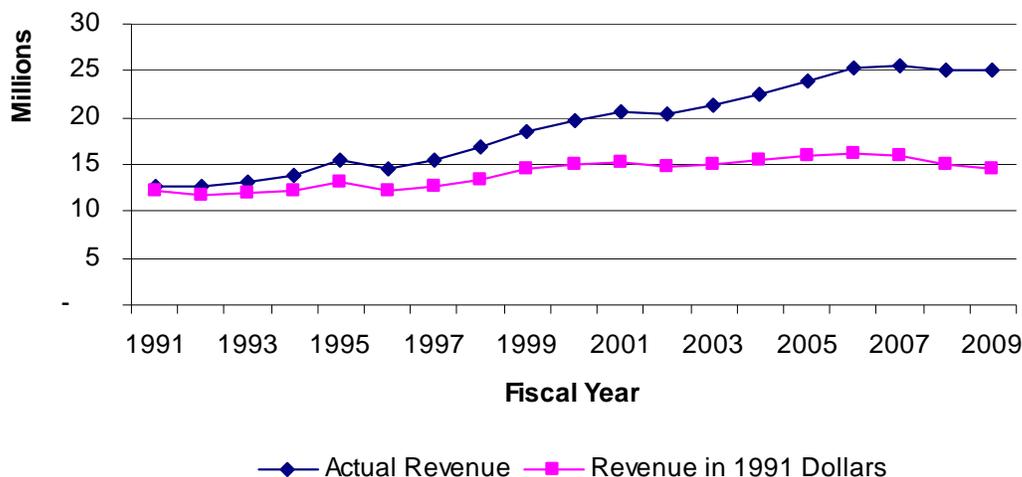
Revenues projected for FY 2008 are based on actual revenues through the first five months of FY 2008. For FY 2009, given the slowing economy and the fact that FY 2008 projected revenues are down modestly from FY 2007, it is expected that this revenue will not increase.

### Legislative Authority

Virginia Code §58.1-605    City Code §3-2-91

### Sales Tax Revenue

Actual FY 1992 – Proposed FY 2009



# Revenues

## Utility Tax Revenues

FY 2009 Proposed \$10.4 million

2.0% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$13,652,612	\$9,600,000	\$10,200,000	\$10,400,000	2.0%

### Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	-4.1%	0.0%	0.5%
Inflation Adjusted Increase	-6.9%	-2.6%	-2.1%

### Background

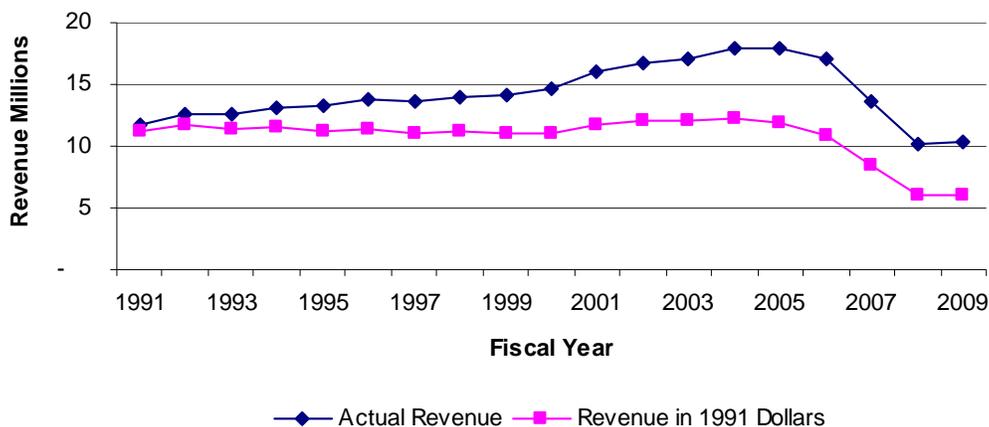
The consumer utility tax is levied on all residential and commercial users of water, natural gas, and electricity. The utility tax rates are detailed in the table titled "FY 2009 Proposed Tax Rates for Major Revenue Sources" at the end of this section. Until the end of calendar year 2006, the tax on landline telephone service was also included in this category. Effective on January 1, 2007, state law was changed and the state assumed responsibility for collecting a flat 5% tax on landline telephone service. For additional information, see the section on the Communication Sales and Use tax.

Revenues projected for FY 2008 are based on actual revenues from water, natural gas, and electricity through the first nine months of FY 2007. The decrease in utility revenues from FY 2007 to FY 2008 is due to the exclusion of landline telephone service, now included in the Communications Sales and Use tax. Other utility revenues are expected to increase slightly above their fifteen year growth rate of 0.5%.

### Legislative Authority

Virginia Code §58.1-605    City Code §3-2-372 - §3-2-379

**Consumer Utility Tax Revenue**  
Actual FY 1991 – Proposed FY 2009



# Revenues

## Business License Taxes

FY 2009 Proposed \$33.5 million

6.3% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$30,947,412	\$32,100,000	\$32,500,000	\$33,500,000	3.1%

### Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	6.8%	8.2%	6.6%
Inflation Adjusted Increase	3.8%	5.4%	3.9%

### Background

The Business License (BPOL) tax is levied on those doing business in the City and is a fixed fee of \$50 for businesses with gross receipts ranging from \$10,000 to \$100,000. For business with gross receipts of \$100,000 or more, the Business License tax is assessed as a percentage of the gross receipts at rates ranging from .0016 (building contractors) to .0058 (professionals, such as doctors and lawyers). The progressively increasing rates by class of business make the BPOL tax function much like a value added tax (VAT). In May 1996, Council approved the following changes to the City's business license tax ordinance: an increase from \$50,000 to \$100,000 in minimum gross receipts collected by a licensable business before a tax based on the amount of gross receipts is imposed, and an increase from \$40 to \$50 in the falt fee on businesses below the \$100,000 cap.

In FY 2003, reductions in late filing penalties were approved. In FY 2006, Council approved major business license tax relief, reform, and simplification for small and medium sized businesses in their first two years of operation by eliminating the estimating process and related tax payments. Alexandria was the first jurisdiction on the state to reform the BPOL tax in this matter.

In 2007, the biggest single category contributors to the Business License Tax were Business Services (27%), Finance Services (20%) and Retail Merchants (13%).

The tax is paid annually. License renewal applications and taxes are due March 1 of each year.

Revenues projected for FY 2008 are based on actual collections through December 2007. For FY 2009, it is expected that this revenue will increase at well under the five year average growth rate of 6.8% due to the slowing economy.

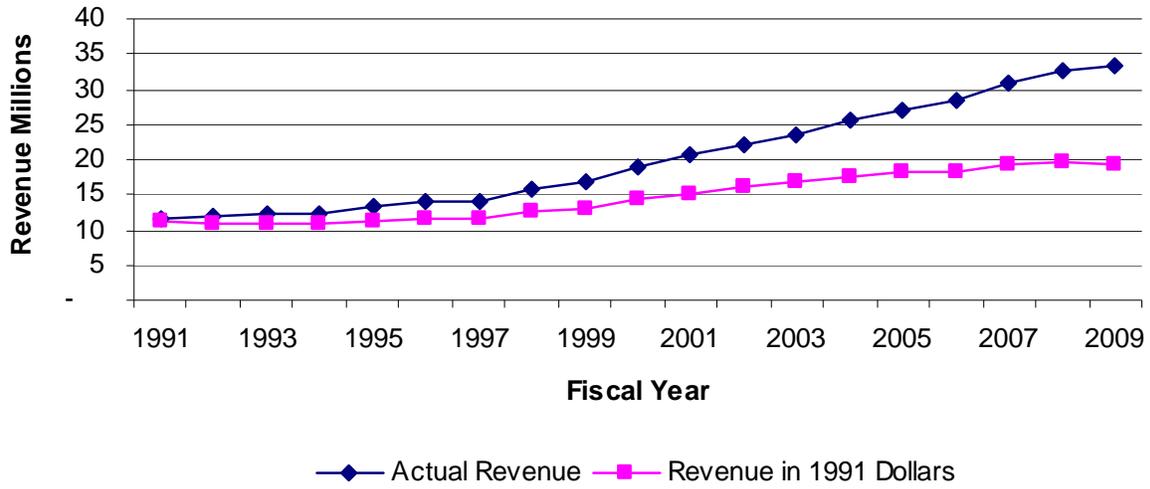
# Revenues

## Legislative Authority

Virginia Code §58.1-3703 and §58.1-3706 City Code §3-2-372 - §3-2-379

## Business License Tax Revenue

Actual FY 1991 – Approved FY 2009



# Revenues

## Communications Sales and Use Tax

FY 2009 Proposed \$13.0 million

2.5% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$5,318,253	\$12,400,000	\$12,600,000	\$13,000,000	3.2%

### Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	NA	NA	NA
Inflation Adjusted Increase	NA	NA	NA

### Background

Virginia HB 568 replaced many of the telephone and cable television taxes previously collected by the City with a State administered Communications Sales and Use Tax and a uniform statewide E-911 tax on landline telephone service. Taxes previously collected by the City such as the utility tax on phone service, the E-911 service tax, the cable franchise fee, and part of the gross receipts tax on telecommunications companies will now be collected by Virginia and remitted to Alexandria. The tax of 5% on all communications services including landline phones, cell phones, cable television, and satellite television service went into effect on January 1, 2007. The E-911 fee rose from \$0.50 per line per month to \$0.75 per line per month.

The implementation of the new State collected tax was designed to be initially revenue neutral for local governments. Based on information provided to Virginia about Alexandria's collection of existing taxes in FY 2006 of \$11,682,956 which equated to 2.6% of taxes collected statewide, the City will receive approximately 2.6% of the State's total Communication Sales and Use tax revenues going forward. As total communications tax increase statewide, the City will receive 2.6% of these new tax revenues. Revenues in FY 2008 are running slightly ahead of projections at \$12.6 million. The 3.2% increase for FY 2009 is based on projected inflation and State population increases.

# Revenues

## Motor Vehicle License Revenues

FY 2009 Proposed \$3.1 million

0.6% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$2,429,078	\$3,400,000	\$3,100,000	\$3,100,000	0.0%

### Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	1.2%	2.1%	1.5%
Inflation Adjusted Increase	-1.7%	-0.5%	-1.2%

### Background

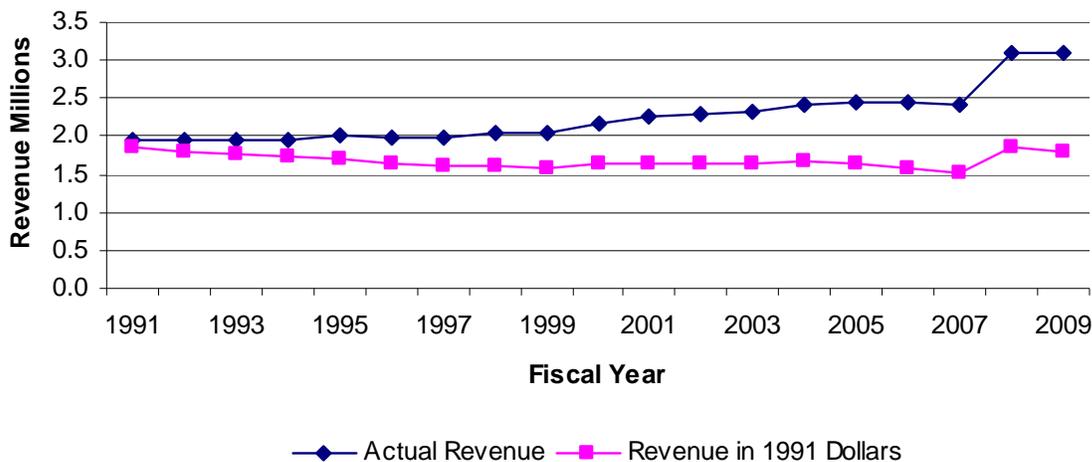
The City levies an annual vehicle license tax on all motor vehicles, trailers, and semitrailers and issues a vehicle license decal as proof that the license tax has been paid. In 2007, Virginia HB 3202 was signed into law, giving localities the ability to increase the license tax to fund transportation needs. In May 2007, City Council passed an ordinance increasing the City's license tax from \$25 to \$33 for passenger vehicles and from \$15 to \$21 for motorcycles. This license tax increase is projected to raise \$700,000 per year with these funds dedicated to transportation capital purchases.

Revenues projected for FY 2008 are based on actual collections through December 2007. For FY 2009, it is expected that this revenue will remain flat as the number of vehicles in the City is not expected to increase.

### Legislative Authority

Virginia Code §46.2-752 to §46.2-753 City Code §3-2-321 to §3-2-337

**Motor Vehicle License Revenue**



# Revenues

## Recordation Tax Revenues

FY 2009 Proposed \$5.7 million

1.1% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$6,561,330	\$5,700,000	\$5,700,000	\$5,700,000	0.0%

### Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	21.3%	20.4%	15.2%
Inflation Adjusted Increase	17.8%	17.3%	12.2%

### Background

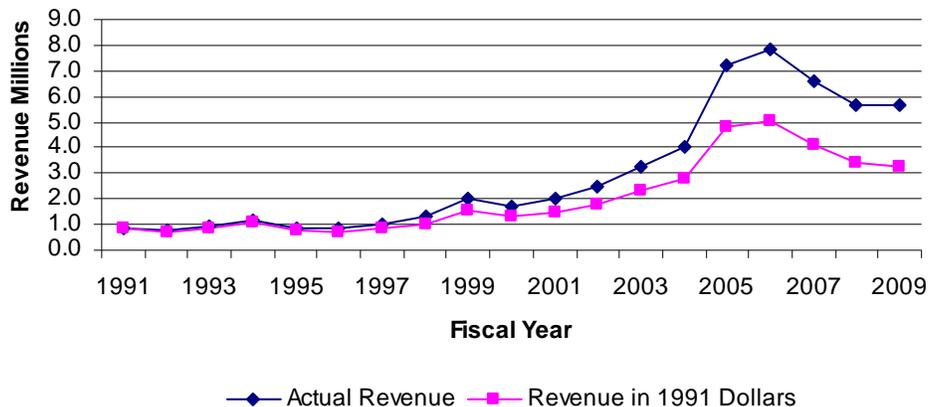
Alexandria's recordation tax rate is assessed at a rate of \$0.083 per \$100 of value for all transactions, including the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. The City's recordation tax rate was increased from \$0.050 to \$0.083, effective September 1, 2004, as a result of General Assembly action increasing the State's rate. By law, Alexandria and other Virginia cities may impose a recordation tax of up to 1/3 of the State's tax rate, which is currently \$0.25 per \$100.

Revenues projected for FY 2008 are based on actual revenues through the first six months of FY 2008. For FY 2009, it is expected that this revenue will hold steady due to the relatively stable real estate market in Alexandria.

### Legislative Authority

Virginia Code §58.1-814 City Code §3-2-41

**Recordation Tax Revenue**  
Actual FY 1991 – Proposed FY 2009



# Revenues

## Cigarette Tax Revenues

FY 2009 Proposed \$2.9 million

0.5% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$2,932,386	\$2,750,000	\$2,900,000	\$2,900,000	0.0%

### Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	12.9%	5.2%	6.4%
Inflation Adjusted Increase	9.7%	2.5%	3.6%

### Background

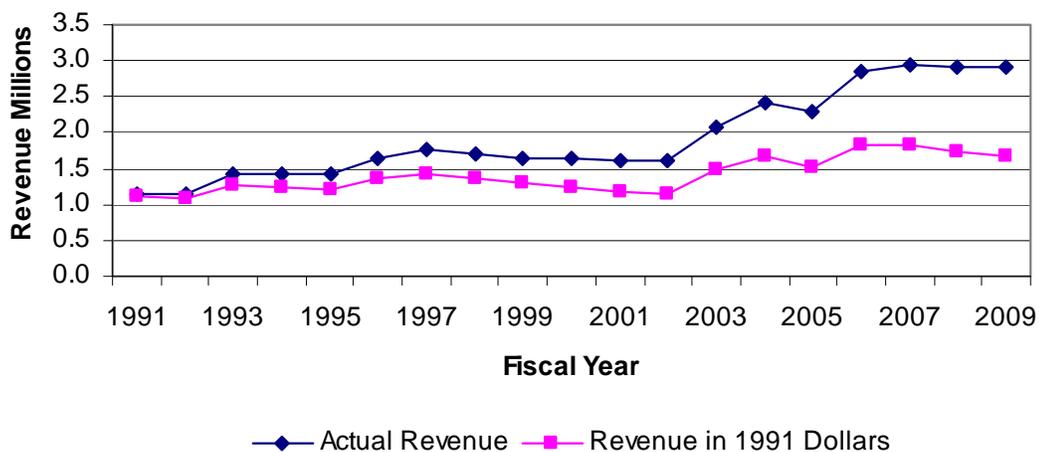
The local cigarette tax is levied at a rate of \$0.70 per pack of 20 cigarettes sold in the City. The rate was increased from \$0.50 in FY 2006.

Revenues projected for FY 2008 are based on actual revenues through the first six months of FY 2008. For FY 2009, it is expected that this revenue will remain steady, based on stable cigarette purchases.

### Legislative Authority

Virginia Code §58.1-3840 City Code §3-2-102

**Cigarette Tax Revenue**  
Actual FY 1991 – Proposed FY 2009



# Revenues

## Transient Lodging Tax Revenues

FY 2009 Proposed \$9.7 million

1.8% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$7,415,059	\$8,800,000	\$8,600,000	\$9,700,000	12.7%

### Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	7.3%	8.3%	6.6%
Inflation Adjusted Increase	4.2%	5.5%	3.8%

### Background

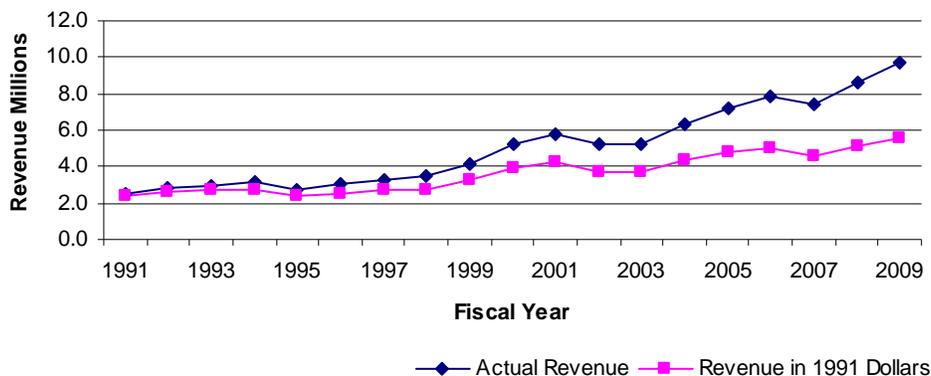
The amount of local tax levied on the amount paid for hotel and motel rooms is 5.5% of the room charge plus a \$1 per night lodging fee. Prior to FY 2000, the City levied a tax of 5.65% on the room charge and assessed no per night room charge.

Revenues projected for FY 2008 are based on actual revenues through the first six months of FY 2008. During the second half of FY 2008 and the first half of FY 2009, it is expected that several hotels will open or complete renovations, increasing the City's high end hotel room capacity. As a result, it is expected that revenue will grow above its short-term average of 7.3%, despite the relatively weak economy.

### Legislative Authority

Virginia Code §58.1-3840 City Code §3-2-141 to 3-2-151

**Transient Lodging Tax Revenue  
Actual FY 1991 – Proposed FY 2009**



# Revenues

## Restaurant Meals Tax Revenues

FY 2009 Proposed \$11.1 million

2.1% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$10,657,839	\$10,400,000	\$10,700,000	\$11,100,000	3.7%

### Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	4.5%	6.1%	6.5%
Inflation Adjusted Increase	1.5%	3.4%	3.7%

### Background

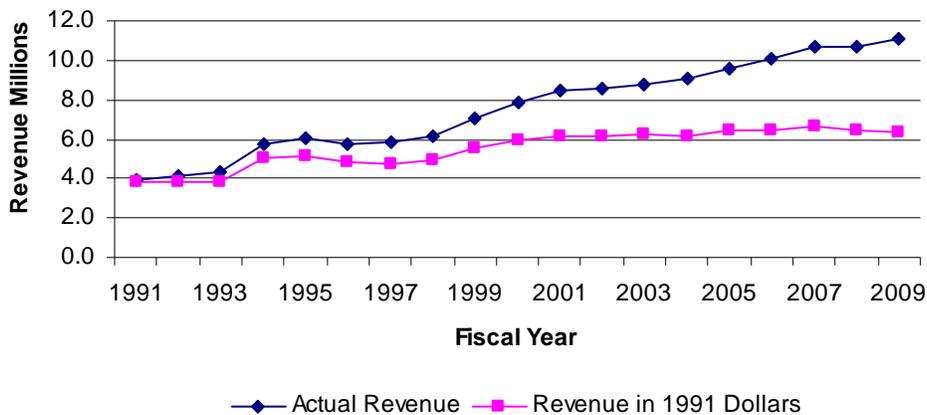
Alexandria's restaurant meals tax is 3%. The tax is in addition to a 4% sales tax and a 1% local option sales tax. In FY 2007, approximately 83% of the meals tax came from the sale of food within a restaurant or bar; 17% came from sales of alcohol.

Revenues projected for FY 2008 are based on actual revenues through the first six months of FY 2008. For FY 2009, it is expected that this revenue will increase at less than its average five year growth of 4.5%. It is expected that most of the growth will be due to inflationary increases in the cost of food.

### Legislative Authority

Virginia Code §58.1-3833 City Code §3-2-242

**Restaurant Meals Tax Revenue**  
Actual FY 1991 – Proposed FY 2009



# Revenues

## Other Miscellaneous Local Tax Revenues

FY 2009 Proposed \$2.4 million  
0.5% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$3,259,081	\$2,380,000	\$2,368,231	\$2,380,000	0.1%

This category includes the State's telecommunications tax, bank and other franchise taxes, and the daily rental tax. Revenues in this category are expected to show no increase

## Admissions Tax

FY 2009 Proposed \$1.1 million  
0.2% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$1,058,226	\$1,000,000	\$1,100,000	\$1,100,000	0.0%

The admissions tax on the sale of movie and live theatre tickets was first levied by the City during FY 2006. It is expected to show no increase in FY 2009.

## Licenses, Permits, and Fees

FY 2009 Proposed \$5.6 million  
1.2% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$5,944,363	\$5,356,000	\$5,456,000	\$6,157,000	12.8%

This category includes Building Permits (budgeted in FY 2009 at \$3.39 million), Fire Protection Systems (budgeted in FY 2009 at \$0.5 million), and Electrical Permits (\$0.3 million). The FY 2008 budget estimate for all licenses, permits, and fees is based generally on the trend in actual revenues received through January 2008. In FY 2009 there are fee increases proposed in this category for Building Permits and Noise Permits. See "Tax Rates and Fee Changes" and the departmental text sections for more details.

## Revenues

### Fines and Forfeitures

FY 2009 Proposed \$4.1 million  
0.8% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$3,628,938	\$4,722,300	\$4,072,300	\$4,144,300	1.8%

This category includes parking fines (budgeted in FY 2009 at \$3.2 million), and court fines (budgeted in FY 2009 at \$800,000). FY 2008 Approved included revenues from the Red Light Camera program which was not initiated and is not proposed to be implemented in FY 2009.

### Revenues from the Use of Money and Property

FY 2009 Proposed \$7.8 million  
1.5% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$9,712,862	\$9,570,000	\$8,300,000	\$7,760,000	-6.5%

This category includes interest on General Fund investments (budgeted at \$4.9 million in FY 2009), and Parking Garage revenues (budgeted at \$1.9 million in FY 2009). Due to a slowing economy, Federal Reserve Board action, and expected lower interest rates, it is expected that interest on General Fund investments will fall by \$0.6 million in FY 2009.

### Charges for Services

FY 2009 Proposed \$13.1 million  
2.6% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$10,287,520	\$11,270,072	\$10,780,072	\$13,914,185	29.1%

This category includes the refuse user charge (\$4.8 million in FY 2009) and parking meter receipts (\$2.6 million in FY 2009). Parking meter rates are proposed to increase to \$1.00 per hour in FY 2009, and the refuse user charge is proposed to be increased by \$17 to \$281 annually in order to fully recover costs of solid waste collection and disposal. The City Council's general user fee guidelines, adopted in FY 1994, provide that the City's user fees and charges for service shall be set in consideration of the City's ability (a) to recover the cost of providing the service, except in cases where the City's economic development goals or the income levels of affected residents or other market considerations have a bearing on fee setting, and (b) to maintain comparability with fees and charges in neighboring jurisdictions. There are several new charges and increases to existing charges in the Proposed Budget. See "Tax Rates and Fee Changes" and the departmental text sections for more details.

# Revenues

## Miscellaneous Non-Tax Revenues

FY 2009 Proposed \$0.9 million  
0.2% of General Fund Revenues

FY 2007 Actuals	FY 2008 Approved	FY 2008 Projected	FY 2009 Proposed	% Change Proj. '08 to '09
\$590,350	\$245,000	\$771,000	\$902,670	17.1%

This category includes revenue sources such as payment in lieu of taxes, insurance and damage recoveries, offsets to expenditures, impound lot revenues, and Freedom of Information Act fees. There are several increases to existing revenues included in the Proposed Budget. See "Tax Rates and Fee Changes" and the departmental text sections for more details.

## Other Financing Sources

FY 2009 Proposed \$6.6 million

	FY 2007 Actuals	FY 2008 Budgeted	FY 2008 Projected	FY 2009 Proposed
City General Fund Fund Balance	\$7,154,819	\$1,999,550	\$2,576,550	\$4,600,000
Sewer Fund (transfer in)	\$1,063,895	\$1,311,109	\$1,311,109	\$1,323,910
IT Equipment Replacement Fund (transfer in)	NA	NA	NA	\$700,000
<b>Total</b>	<b>\$8,218,714</b>	<b>\$3,310,659</b>	<b>\$3,887,659</b>	<b>\$6,623,910</b>

This category reflects other non-revenue financing sources used to help finance the \$6.3 million difference between the \$528.1 million revenue projection and the \$534.8 million projected General Fund Expenditure budget. The elements of these financing sources include:

- (a) \$4.6 million in FY 2007 and FY 2008 General Fund surplus funds designated for use in FY 2009,
- (b) \$1.3 million in a FY 2009 transfer into the General Fund from the City's Sanitary Sewer Fund in order to pay sanitary sewer debt service.
- (c) \$0.7 million from IT Equipment Replacement Balance which will not be needed in FY 2008 or FY 2009.

# Revenues

## FY 2009 Proposed Tax Rates for Major Revenue Sources

	City Proposed Rate	Virginia Code Reference	Maximum Rate Allowable by State
Real Estate Tax	\$0.83 per \$100 assessed value	58.1-3200	None
Personal Property Tax	\$4.50 per \$100 assessed value (machinery and tools)	58.1-3507	None
	\$4.75 per \$100 assessed value (tangible personal property)	58.1-3506-b	None
	\$3.55 per \$100 assessed value (handicap vehicles)	58.1-3506.1	None
Utility Tax (for residential users)	15% of water service charge	58.1-3814	20% on 1 <sup>st</sup> \$15
	\$1.12 plus \$.012075 for each KWh (\$2.40 max)	58.1-3814	\$3.00
	\$1.28 plus \$0.124444 of each CCF of gas delivered (\$2.40 max)	58.1-3814	\$3.00
	\$1.28 plus \$0.050909 of each CCF of gas delivered to group meter customers (\$2.40 max)	58.1-3814	\$3.00
	\$1.28 plus \$0.023267 of each CCF of gas delivered to group meter interruptible consumers (\$2.40 max)	58.1-3814	\$3.00
Utility Tax (for commercial users)	15% of first \$150 of water service charge		20%
(Commercial consumer)	\$0.97 plus \$0.004610 of each KWh delivered	58.1-3814	20%
(Industrial consumer)	\$0.97 plus \$0.003755 of each kWh delivered	58.1-3814	Various
(Commercial or industrial)	\$1.42 plus \$0.050213 of each CCF of gas delivered	58.1-3814	Various
(Non-residential interruptible gas consumer)	\$4.50 plus \$0.00367 of each CCF of gas delivered	58.1-3814	Various
Business and Professional Licenses		58.1-3700	
Gross Receipts Greater than \$10,000	\$50.00	58.1-3703	\$50.00
And less than \$100,000		through	
Amusement and Entertainment	\$0.36 per \$100 gross receipts	58.1-3735	\$0.36
Professional	\$0.58 per \$100 gross receipts		\$0.58
Renting of Residential Property	\$0.50 per \$100 gross receipts		**
Renting of Commercial Property	\$0.35 per \$100 gross receipts		**
Finance Services	\$0.35 per \$100 gross receipts		\$0.58
Personal, Business, & Repair Services	\$0.35 per \$100 gross receipts		\$0.36
Retail Merchants and Restaurants	\$0.20 per \$100 gross receipts		\$0.20
Filling Stations	\$0.20 per \$100 gross receipts		\$0.20
Contractors	\$0.16 per \$100 gross receipts		\$0.16
Wholesale Merchants	\$0.05 per \$100 gross receipts		\$0.05
Alcoholic Beverages	\$5-\$1,500 (flat fee assessed as part of business license for sales of alcoholic beverages; fee is dependent upon seating capacity and/or type of license)	4.1-233	Various
Public Utilities:			
Telephone Company	\$0.50 per \$100 gross receipts	58.1-2960	**
Water	\$0.50 per \$100 gross receipts	58.1-3731	\$0.50
Telecommunications Right of Way Tax	\$0.61 per line per month	56-468.1	Minimum of \$0.50 per line per month; annual rate calculated by VDOT
Electric Consumption Tax	\$0.0038/kWh	58.1-2900	
Natural Gas Consumption Tax	\$0.004/CCF	58.1-2904	
Communications Sales and Use Tax	5% of all communications services including landline phones and cell phones	58.1-648	
	E-911 tax of \$0.75 per landline per month	58.1-1730	
Admissions Tax	10% of gross admissions, not to exceed \$0.50 per admission		
Cigarette Tax	\$0.70 on each package of 20 cigarettes	58.1-3840	None
Daily Rental Tax	1.0% of gross receipts	58.1-3510.1	1%
Local Sales Tax	1.0% added to the rate of the State tax imposed	58.1-605	1%
Transient Lodging Tax	5.5% of total amount paid for room rental, plus \$1 per night lodging fee	58.1-3840	None
Restaurant Meals Tax	3.0% on all food and drink sold in the City	58.1-3840	
Recordation Tax:			
Deed of Bargain and Sale		58.1-3800	
Grantor	\$0.83 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Grantee	\$0.83 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Deed of Trust	\$0.83 per \$1,000 of loan amount (equals State max)	58.1-3916	1/3 of State Chrgs
Tax Penalty	10% or \$10, whichever is greater	58.1-3916	10% or \$10
Tax Interest	10% per annum until January 1, 2000; after January 1, 2000 10% per annum for 1 <sup>st</sup> year, 5% per annum thereafter. Equals refund rates.		10%

\*\* The City's existing tax rate exceeds state cap. The State cap was established after the City had set this rate.

# Grant Funding and Special Revenue Funds

## Summary of Major Revenue Sources

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change FY 08 - FY 09
General Fund	\$530,899,833	\$519,494,732	\$534,791,005	2.9%
Non-general fund				
State	\$44,059,269	\$45,322,947	\$51,671,818	14.0%
Federal	\$35,155,731	\$33,728,822	\$32,773,658	-2.8%
Charges, Donations and Other Sources	\$27,656,126	\$24,139,570	\$26,642,452	10.4%
Total Special Revenue Funds	\$106,871,126	\$103,191,339	\$111,087,928	7.7%
Schools Fund Balance	\$8,342,175	\$1,781,367	\$1,009,222	-43.3%
Equipment Replacement Fund	\$5,788,448	\$5,385,142	\$6,097,326	13.2%
Total All Funds	\$651,901,582	\$629,852,580	\$652,985,481	3.7%

Special Revenue Funds account for all non-General Fund revenue. The majority of this revenue is derived from specific sources (other than capital projects) that are restricted by legal and regulatory provisions to finance specific activities. In addition to revenue received from outside sources, the City also accounts for donations and charges or fees for services in these funds.

The City receives funding from several different types of sources with a variety of requirements. Basic categories and types of grants are presented below. An example of funding currently received by the City is included.

### Types of Funding (examples of City programs)

- Competitive grants (Federal or State)
  - One-year funding - Victim Witness Program (Commonwealth's Attorney)
  - Multi-year funding – Virginia Tobacco Settlement Grant - MHMRSA
- Non-competitive (Federal or State)
  - Allocations for general program – Community Development Block Grant - Housing
  - Allocations for defined program – Substance Abuse Prevention and Treatment – HIV/AIDS
- General fund – Mental Health/Mental Retardation/Substance Abuse
- Federal Earmark – King Street Metro Platform Extension
- State Allocation – Gadsby's Tavern Improvements

## Grant Funding and Special Revenue Funds

Special Revenue Funds can rarely be used to replace or supplant City funds and the amount of funding received varies. In addition, the City's requirement to contribute funding for the program varies based on the program requirements. Program funding is described below.

- Fully-funded (100 percent)
- Partially-funded
- Level effort/minimum level spending
- Mandatory city match
- Voluntary city contribution
  - In-kind contribution (mandatory or voluntary)
- Revenue Collection
  - Reimbursement (prove expenditures)
  - Payment schedule (monthly/quarterly/lump sum)

### Funding Parameters

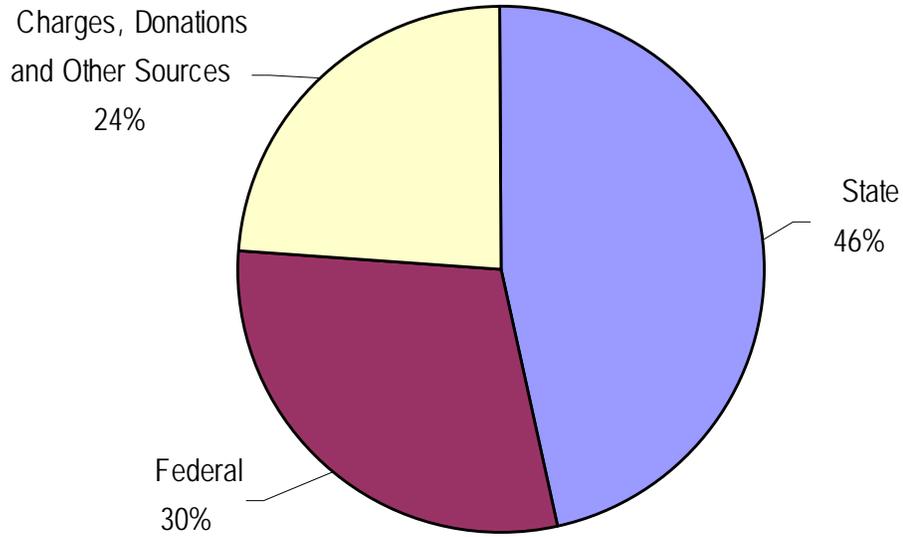
- One-time
- Multi-year
- Ongoing grant funds

The Special Revenue described in this section is separate from funding from the state and federal government described previously in the General Fund Revenue section. The revenue described in that section has no restrictions and can be used to fund overall city operations. Compensation Board Funding is also accounted for in General Fund revenue and is not restricted in anyway. This funding is received from the Commonwealth to compensate the City for positions that are equivalent to State-funded County positions, such as the Commissioner of the Revenue and the Sheriff.

As shown in the pie chart on the following page the City's Special Revenue Fund budget of \$111.1 million consists primarily of State Aid, Federal Aid and discretionary State and federal grants (\$84.4 million) and charges for fees, donations and other sources (\$26.6 million). This compares to the FY 2007 amended Special Revenue Fund budget of \$103.2 million. The 7.7%, or \$7.9 million, increase is primarily attributable to \$6.3 million in anticipated state revenue increases, primarily for the Schools (\$2.9 million), DHS (\$1.3 million), MHMRSA (\$0.6 million) and Transit Subsidies (\$1.4 million). The \$1.4 million increase for Transit Subsidies is anticipated NVTA funds to be used for operating purposes. Other NVTA funds have been allocated to transportation capital projects. The increases in State revenue are expected to be offset by approximately a \$1.0 million decline in revenue from the federal government. In addition to the above revenues, the Schools are also anticipating approximately \$1.7 million in additional miscellaneous revenue and charges for services.

# Grant Funding and Special Revenue Funds

## FY 2009 Estimated Special Revenue Funds



# Grant Funding and Special Revenue Funds

## Summary of Major Special Revenue Sources by Department

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change FY 08 - FY 09
Schools	\$35,611,940	\$43,449,485	\$46,695,452	7.5%
DHS	\$26,391,449	\$26,007,438	\$27,849,510	7.1%
MHM RSA	\$12,281,553	\$12,039,118	\$12,613,734	4.8%
Other City Agencies	\$32,586,184	\$21,695,298	\$23,929,232	10.3%
<b>Total Special Revenue Funds</b>	<b>\$106,871,126</b>	<b>\$103,191,339</b>	<b>\$111,087,928</b>	

### Addendum Table I

#### Department of Mental Health/Mental Retardation Substance Abuse Federally Funded Programs

	Federal Grant	FY 2008 Approved Budget Estimate	FY 2009 Proposed Budget Estimate	% Change FY08 - FY 09
<b>Mental Health Programs</b>	Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children	\$256,654	\$256,654	0.0%
	Block Grant for Community Mental Health Services - Serious Mental Illness (Adults)	\$411,203	\$336,203	-18.2%
	Projects for Assistance in Transition from Homelessness	\$35,575	\$35,575	0.0%
	Welfare TANF Foster Care (Title IV-E)	\$143,000	\$143,000	0.0%
<b>MH and SA Programs</b>	U.S. Department of Housing and Urban Development	\$259,606	\$282,359	8.8%
<b>Substance Abuse (SA) Programs</b>	Substance Abuse Residential Purchase of Services (SARPOS)	\$137,284	\$137,284	0.0%
	Substance Abuse Federal Block Grant - Alcohol & Drug Treatment	\$506,175	\$555,831	9.8%
	Substance Abuse Federal Block Grant - Primary Prevention	\$205,768	\$205,768	0.0%
	Substance Abuse Prevention and Treatment - HIV/AIDS	\$69,656	\$0	-100.0%
	High Intensity Drug Trafficking Area Treatment Grant - Residential	\$109,069	\$109,069	0.0%
<b>Mental Retardation Programs</b>	Grants for Infants and Toddlers with Disabilities	\$148,774	\$93,698	-37.0%
	<b>Total Federal Grants</b>	<b>\$2,282,764</b>	<b>\$2,155,441</b>	<b>-5.6%</b>

# Grant Funding and Special Revenue

## Addendum Table II Department of Human Services Federally Funded Programs

Federal Grant	FY 2008 Approved Budget Estimate	FY 2009 Proposed Budget Estimate	% Change FY08 to FY09
Welfare Administrative Cost Pool	\$135,475	\$135,475	0.0%
Welfare Income Maintenance Eligibility	\$2,595,801	\$2,595,801	0.0%
Welfare Clerical Cost Pool	\$259,999	\$259,999	0.0%
Welfare Refugee Resettlement	\$50,000	\$50,000	0.0%
Child Welfare Administration	\$3,156,398	\$3,299,395	4.5%
Welfare Aid to Dependent Children	\$60,060	\$60,060	0.0%
Adult Services Administration	\$372,883	\$372,883	0.0%
Child Care Administration	\$786,041	\$786,041	0.0%
Foster Care IV - E	\$1,514,805	\$1,514,805	0.0%
Welfare Adoption Subsidy	\$322,500	\$526,930	63.4%
TANF/View Child Care	\$709,802	\$709,802	0.0%
Child Care Fee System	\$1,644,349	\$1,866,862	13.5%
Older Americans Act	\$146,857	\$169,990	15.8%
Home Delivered Meals	\$100,394	\$106,877	6.5%
Congregate Meals	\$62,330	\$69,364	11.3%
In-Home Services to Companion	\$337,000	\$337,000	0.0%
WIA Summer Youth Program	\$72,999	\$79,184	8.5%
Head Start	\$1,748,649	\$1,752,313	0.2%
Transitional Apartment Planning & Eviction Storage (CDBG)	\$142,000	\$122,000	-14.1%
Community Services Block Grant (CSBG\BASIC)	\$158,971	\$155,292	-2.3%
Virginia Refugee Resettlement Program (VRRP)	\$98,000	\$108,000	10.2%
WIA Adult Training	\$71,999	\$103,095	43.2%
WIA Dislocated Worker	\$103,611	\$108,773	5.0%
WIA Rapid Response	\$75,000	\$75,000	0.0%
VIEW	\$481,482	\$461,746	-4.1%
Foster Parent Training	\$142,997	\$0	-100.0%
TANF - Emergency Assistance	\$58,942	\$58,942	0.0%
Employment Advancement Project	\$83,333	\$192,184	130.6%
TANF - HIP	\$50,000	\$30,489	-39.0%
Food Stamp Employment	\$76,314	\$77,383	1.4%
Safe and Stable Families	\$51,552	\$51,552	0.0%
Program Improvement	\$111,090	\$111,090	0.0%
All other Federal grants (includes individual program grants under \$50,000)	\$206,055	\$206,427	0.2%
<b>Total Federal Grants</b>	<b>\$15,987,688</b>	<b>\$16,554,754</b>	<b>3.5%</b>

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## Personnel & Compensation Summary

### **Personnel & Compensation Highlights**

#### **Compensation up 4.1%**

#### **Net staffing down slightly**

#### **No market rate adjustment (MRA) in Proposed Budget; 1.0% MRA in the Alternative Budget**

#### **\$2.2 million proposed to address unfunded retiree healthcare and life insurance liabilities.**

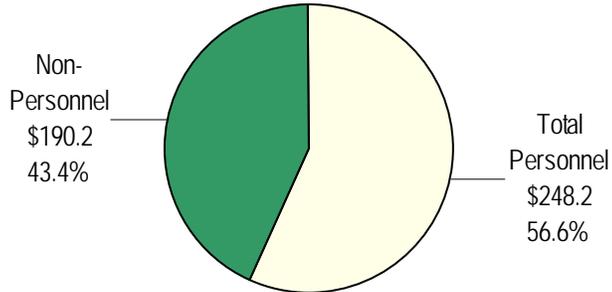
- Total compensation for City staff increased by 4.1%. The main driver of this increase is the cost of step increases due to employees for performing at a satisfactory level.
- City Staff levels decreased by a net of 7.9 full time equivalents (FTEs) from the FY 2008 Amended staffing levels (0.3%).
- No market rate adjustment (MRA) is in the Proposed City Manager's budget. However, a 1% MRA would be funded in the Alternative Budget if City Council raises the real estate tax rate by 1.8 cents or reduces other expenditures. The cost of a 1% MRA would be \$3.76 million for both the City and School employees.
- If a 1% MRA is approved, City compensation costs would increase \$2.34 million. Schools compensation costs would increase \$1.42 million.
- Health insurance premiums are projected to increase by 10%. The premium increase was reduced by approximately \$0.6 million due to the final phase-in of the 3 year plan for employees to begin sharing 10% of premium costs. About half of this savings (\$0.3 million) was offset by a 2.5% increase in plan enrollment.
- The Proposed Budget provides funds to pay for an increase in retirement costs due to changed actuarial projections. One of the primary factors is that retirees are living longer. These have added \$0.9 million for the Virginia Retirement System (VRS) and City Supplemental retirement costs, and approximately \$1.5 million for fire and police sworn officers.
- Due to changes in actuarial accounting standards, the budget provides \$1.4 million in initial OPEB funding to address unfunded liabilities for future benefits to City employees after retirement and \$0.8 million to fund similar obligations to School employees.
- The Personnel Services Department efficiency and benchmark audit was launched during FY 2008. One focus is going to be improvements in the City's Wellness Program in order to improve employee health, workplace productivity, and possibly lower future health insurance costs.

# Personnel & Compensation Summary

## Personnel Budget

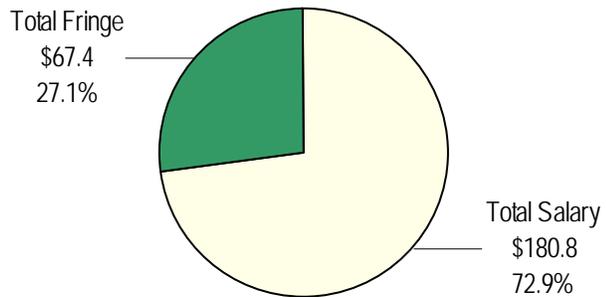
Personnel expenditures account for about 57% of the All Funds budget.

FY 2009 All Funds Budget\*  
\$438.5M



Of the \$248.2M personnel budget, about 73% is for salaries. And about 27% is for fringe benefits.

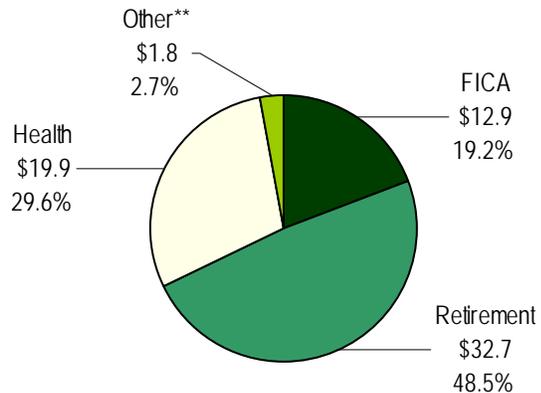
FY 2009 All Funds Personnel Budget\*  
\$248.2M



\* Excludes Schools

Retirement and Healthcare are the biggest drivers of the fringe benefit costs. Retirement accounts for almost half of the fringe benefit costs, and healthcare about 30%.

Fringe Benefit Expenditures  
\$67.4M



\*\*Includes Life Ins; Workers Comp; Clothing/Car Allowances; Unemployment; Recruitment; & LT Disability

# Personnel & Compensation Summary

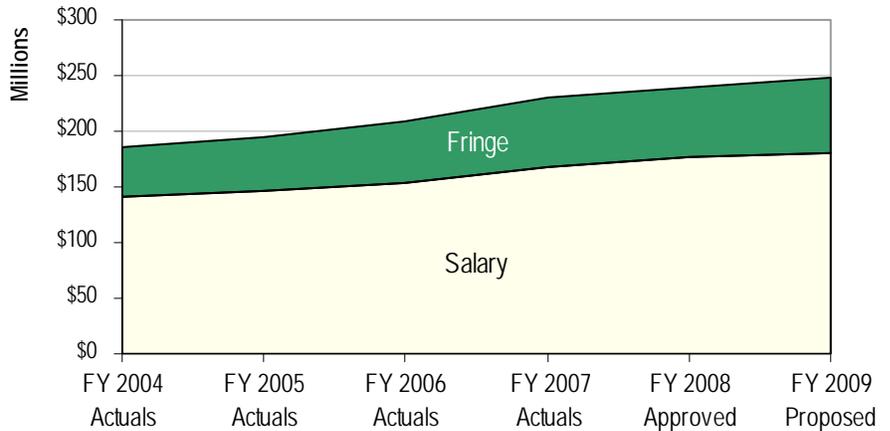
**Increases in the rates for the Fire and Police Pension Plan as well as VRS for General Schedule employees were a driving force in the fringe benefit increase. About a 9% increase in healthcare also affected fringe benefits.**

Title	FY 2008	FY 2009	\$Change	%Change
	Approved	Proposed	FY08/09	FY08/09
Total Salary	\$176.9	\$180.8	\$4.0	2.2%
<u>Fringe</u>				
FICA	12.6	12.9	0.3	2.6%
Retirement	28.9	32.7	3.8	13.3%
Health	18.3	19.9	1.6	9.0%
Other*	1.9	1.8	(0.1)	(4.2%)
Total Fringe	61.7	67.4	5.7	9.3%
<b>Total Personnel</b>	<b>\$238.6</b>	<b>\$248.2</b>	<b>\$9.7</b>	<b>4.1%</b>

\*Includes Group Life; Workers Compensation; Clothing/Car Allowances; Unemployment; Recruitment ;LT Disability

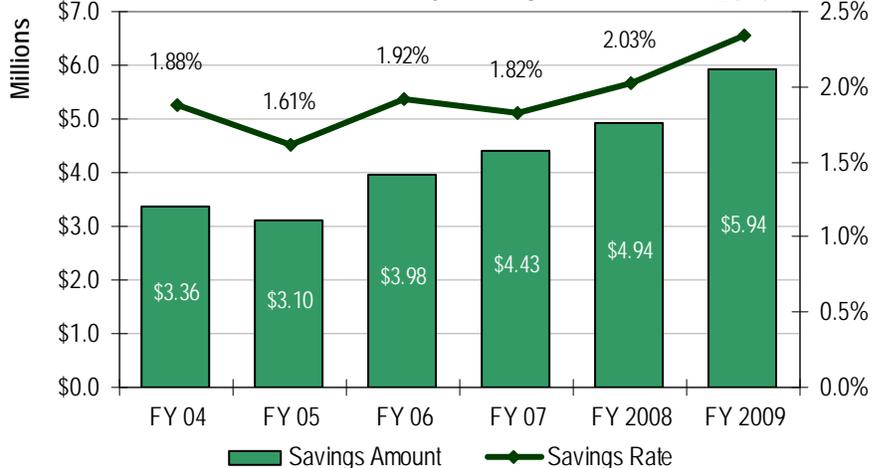
**Since a large portion of fringe benefits is proportional to salary, they have been increasing at a relatively similar rate.**

**History of Salary and Fringe Benefits**



**The City's total budget for personnel compensation includes a vacancy savings amount of \$5.94 million or 2.34%, \$1.0 million more than in FY 2008.**

**Vacancy Savings**



# Personnel & Compensation Summary

## City Full-time Equivalent (FTE ) Position Count

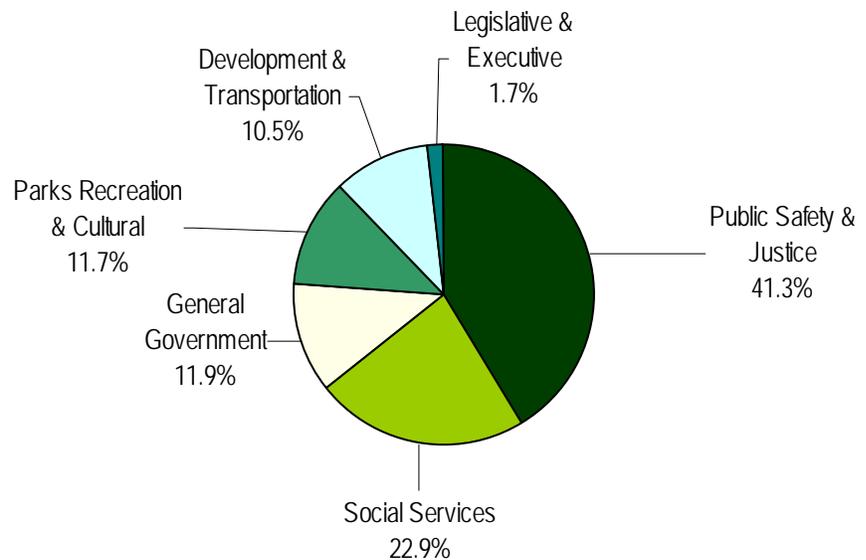
**FTE's decreased by 7.9 in the FY 2009 Proposed Budget when compared to the FY 2008 Amended position count.**

### FTE Summary

	FY 2008			FY 2009	#	%
	Amended	New	Deleted	Proposed	Change	Change
Full-time Permanent	2,384.0	7.0	(13.0)	2,378.0	(6.0)	(0.3%)
Part-time (FTE)	204.3	0.8	(1.7)	203.4	(0.9)	(0.5%)
Approved Overhire	68.0	0.0	(1.0)	67.0	(1.0)	(1.5%)
<b>Total (FTE)</b>	<b>2,656.3</b>	<b>7.8</b>	<b>(15.7)</b>	<b>2,648.4</b>	<b>(7.9)</b>	<b>(0.3%)</b>

**Public Safety & Justice comprises 41% of the City's workforce.**

FY 2009 Employees by Line of Business



## Lines of Business Summary

### Public Safety & Justice

- Police Department
- Fire Department
- Sheriff
- 18<sup>th</sup> Circuit Court
- Clerk of the Circuit Court
- Commonwealth Attorney
- Court Services Unit
- Law Library
- Registrar of Voters

### Social Services

- Health Department
- Human Services Department
- Mental Health/ Mental Ret/ Substance Abuse

### General Government

- Citizen's Assistance
- Finance
- General Services
- Human Rights
- Information Technology
- Internal Audit
- Management & Budget
- Office on Women
- Personnel Services
- Real Estate Assessments
- Office of Communications

### Parks Recreation & Cultural

- Historic Alexandria
- Library
- Rec, Parks & Cultural Activities

### Development & Transportation

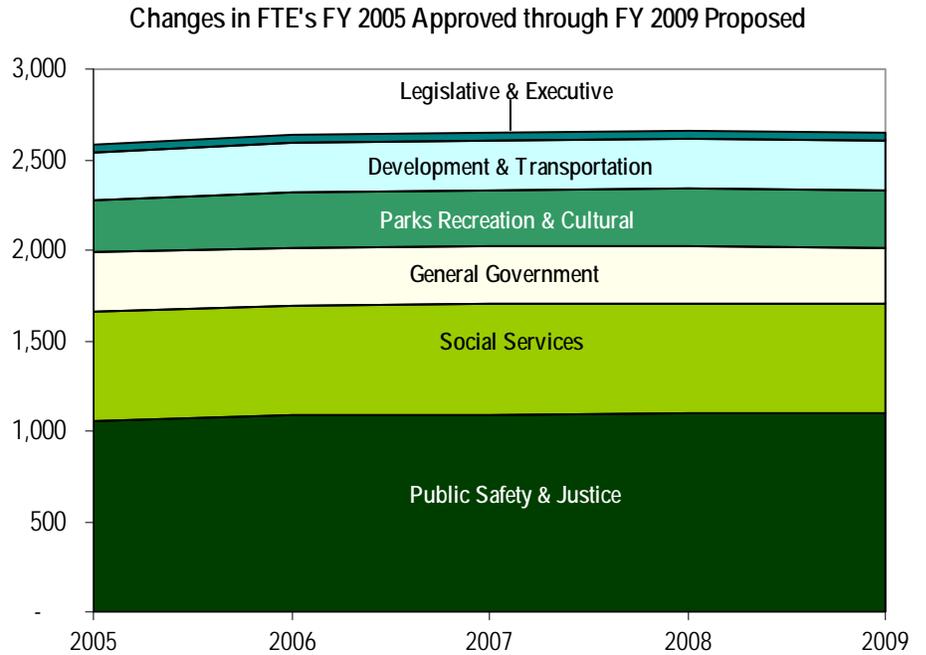
- Office on Housing
- Planning & Zoning
- Transportation & Environmental Services

### Legislative & Executive

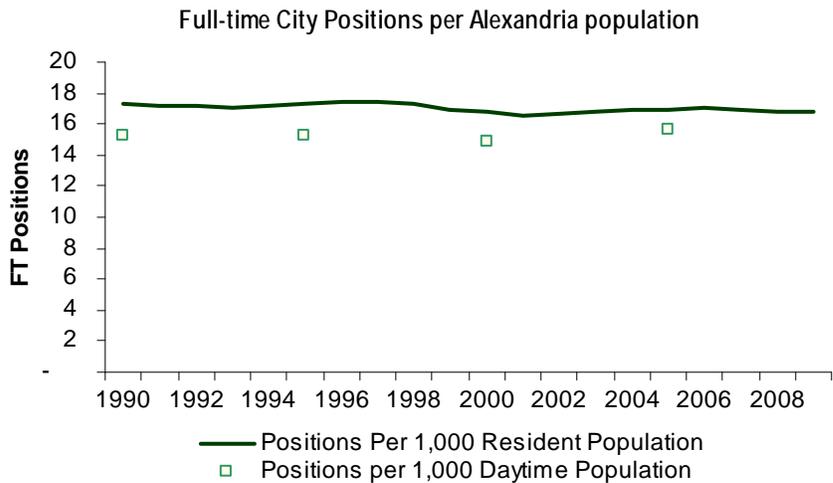
- City Council
- City Manager
- Office of Communications
- City Attorney
- City Clerk & Clerk of Council

# Personnel & Compensation Summary

The graph to the right further illustrates the relatively flat FTE levels from FY 2005 through the proposed FY 2009 budget, and the relatively stable share of the total for each line of business.



The FY 2009 ratio of full-time positions to City population remains relatively flat at 16.8 positions for every 1,000 residents.



\* Current City population is approximately 140,000.

# Personnel & Compensation Summary

**From the FY 2004 Approved Budget to the FY 2008 Amended Budget, 102.7 (4.0%) net FTE's have been added to City employment. Most of these positions were added during FY 2005 and FY 2006. Since then, the City has had relatively flat growth in FTE's.**

**Over 50% of the FTE increases since FY 2004 were for Public Safety departments. The Recreation Department and MH/MR/SA also had significant increases during this time period.**

	Total FTE's				
	Approved FY 2004	Approved FY 2005	Amended FY 2006	Amended FY 2007	Amended FY 2008
<b><u>Legislative &amp; Executive</u></b>					
City Council	14.0	14.0	14.0	14.0	14.0
City Manager	16.0	16.0	16.0	16.0	12.0
City Attorney	15.0	15.0	15.0	15.0	15.0
City Clk & Clk of Council	3.8	3.8	4.0	4.0	4.0
Subtotal	48.8	48.8	49.0	49.0	45.0
<b><u>Courts &amp; Constitutional Officers</u></b>					
18th Circuit Court	13.0	13.0	13.0	13.0	13.0
Clerk of Court	23.0	24.0	24.0	24.0	23.0
Commonwealth's Attorney	32.8	30.8	30.6	29.6	29.4
Court Services Unit	8.0	8.0	11.8	10.2	10.2
Law Library	1.0	1.0	1.0	1.0	1.0
Registrar of Voters	5.4	5.4	6.6	6.6	6.6
Sheriff	211.0	212.0	212.0	215.0	216.0
Subtotal	294.2	294.2	299.0	299.4	299.2
<b><u>General Government</u></b>					
Citizens Assistance	7.8	7.8	7.8	7.8	7.8
Finance	97.5	98.5	99.8	98.0	96.3
General Services	81.5	81.5	81.5	79.5	74.0
Human Rights	6.0	6.0	6.0	6.0	6.0
ITS	57.5	57.5	59.5	58.5	50.5
Internal Audit	2.0	2.0	2.0	2.0	2.0
OMB	10.0	10.0	11.0	11.0	11.0
Office on Women	19.5	19.5	19.5	19.5	20.3
Personnel Services	24.3	24.3	24.6	24.6	24.6
Real Estate	12.8	13.0	14.0	15.0	17.0
Office of Communications	-	-	-	-	10.0
Subtotal	318.8	320.1	325.6	321.8	319.3
<b><u>Operating Agencies</u></b>					
Fire	297.5	308.5	323.5	326.0	244.0
Code	---Included in the Fire Department---				85.0
Police	452.6	457.6	466.6	466.1	469.1
Health	14.0	17.0	18.6	19.6	18.4
Human Services	247.8	248.8	235.8	235.8	233.8
MH / MR / SA	327.9	337.7	346.6	353.1	355.9
Housing	20.0	20.0	20.0	20.0	18.0
Planning & Zoning	37.5	41.0	47.5	47.5	48.5
Historic Alexandria	29.4	29.4	30.4	29.4	29.4
Library	80.3	81.3	81.5	81.5	81.9
Rec Parks & Ctr'l Actv'ts	180.8	183.8	193.4	193.9	202.9
Transp & Envir Svc's	204.0	194.0	205.0	206.0	206.0
Subtotal	1,891.7	1,919.2	1,968.8	1,978.8	1,992.8
<b>Grand Total</b>	<b>2,553.6</b>	<b>2,582.2</b>	<b>2,642.4</b>	<b>2,649.1</b>	<b>2,656.3</b>

# Personnel & Compensation Summary

**Personnel Changes:  
FY 2008 (Amended) to  
FY 2009 Proposed**

**The FY 2009 Budget proposes a net decrease of 7.9 FTE's.**

**Several departments lowered their total FTE count through efficiencies.**

**These decreases were slightly offset by a 3.0 FTE increase for the new multi-department Permit Center (2 in T&ES and 1 in P&Z), as well as several grant or special revenue funded positions (1 FTE in Sheriff, and 2 FTE's in T&ES).**

	FY 2008	FY 2009 Proposed Positions			Change in FTE's		
	Amended FTE's	FT Perm.	Over-hire	PT (FTE)	Total (FTE)	#	%
<b><u>Legislative &amp; Executive</u></b>							
City Council	14.0	-	-	14.0	14.0	-	-
City Manager	12.0	11	-	-	11.0	(1.0)	(8.3%) /1
City Attorney	15.0	15	-	-	15.0	-	-
City Clk & Clk of Council	4.0	4	-	-	4.0	-	-
Subtotal	45.0	30	-	14.0	44.0	(1.0)	(2.1%)
<b><u>Courts &amp; Constitutional Officers</u></b>							
18th Circuit Court	13.0	13	-	-	13.0	-	-
Clerk of Court	23.0	23	-	-	23.0	-	-
Commonwealth's Attorney	29.4	28	-	1.0	29.0	(0.4)	(1.3%) /2
Court Services Unit	10.2	9	-	1.2	10.2	-	-
Law Library	1.0	1	-	-	1.0	-	-
Registrar of Voters	6.6	6	-	0.6	6.6	-	-
Sheriff	216.0	217	-	-	217.0	1.0	0.5% /3
Subtotal	299.2	297	-	2.8	299.8	0.6	0.2%
<b><u>General Government</u></b>							
Citizens Assistance	7.8	7	-	0.8	7.8	-	- /4
Finance	96.3	91	-	5.3	96.3	-	-
General Services	74.0	73	-	-	73.0	(1.0)	(1.4%) /5
Human Rights	6.0	5	1	-	6.0	-	-
ITS	50.5	48	-	0.5	48.5	(2.0)	(4.0%) /6
Internal Audit	2.0	2	-	-	2.0	-	-
OMB	11.0	11	-	-	11.0	-	-
Office on Women	20.3	19	-	1.3	20.3	-	- /7
Personnel Services	24.6	23	1	0.6	24.6	-	-
Real Estate	17.0	16	-	-	16.0	(1.0)	(5.9%) /8
Office of Communications	10.0	10	-	-	10.0	-	- /9
Subtotal	319.3	305.0	2.0	8.3	315.3	(4.0)	(1.3%)
<b><u>Operating Agencies</u></b>							
Fire	244.0	244	-	-	244.0	-	- /10
Code	85.0	59	25	-	84.0	(1.0)	(1.2%) /11
Police	469.1	456	8	2.1	466.1	(3.0)	(0.6%) /12
Health	18.4	10	-	8.2	18.2	(0.2)	(1.1%) /13
Human Services	233.8	217	8	7.6	232.6	(1.3)	(0.5%) /14
MH / MR / SA	355.9	286	-	68.9	354.9	(1.0)	(0.3%) /15
Housing	18.0	18	-	-	18.0	-	-
Planning & Zoning	48.5	39	10	0.5	49.5	1.0	2.1% /16
Historic Alexandria	29.4	17	-	12.4	29.4	-	-
Library	81.9	55	-	26.9	81.9	-	- /17
Rec Parks & Ctr'l Actv's	202.9	148	-	51.8	199.8	(3.1)	(1.5%) /18
Transp & Envir Svc's	206.0	197	14	-	211.0	5.0	2.4% /19
Subtotal	1,992.8	1,746	65	178.3	1,989.3	(3.5)	(0.2%)
<b>Grand Total</b>	<b>2,656.3</b>	<b>2,378</b>	<b>67</b>	<b>203.4</b>	<b>2,648.4</b>	<b>(7.9)</b>	<b>(0.3%)</b>

\*Explanations of the numbered notes are located on pages 8 and 9.

# Personnel & Compensation Summary

		FY 08 <u>Amended</u>	FY09 <u>Proposed</u>
/1	<b>City Manager</b>		
	During FY 2008, 3 full-time positions were transferred to create the new Office of Communications. In FY 2009, the full-time Business Facilitator position is being eliminated.	(3.0)	(1.0)
/2	<b>Commonwealth's Attorney</b>		
	The FY 2009 Proposed Budget reflects a 0.4 part-time FTE decrease due to loss of grant funding.	-	(0.4)
/3	<b>Sheriff</b>		
	The FY 2009 Proposed Budget reflects the addition of 1 full-time Secretary I position for Alexandria's Alcohol Safety Action Program (ASAP) that is funded by special revenue.	-	1.0
/4	<b>Citizen's Assistance</b>		
	FY 2008 Amended reflects the restoration of 1 full-time position that was eliminated in the Approved FY 2008 Budget due to an animated decline in workload and attrition. The anticipated attrition and workload decline did not occur and is now not expected to occur in the foreseeable future.	1.0	-
/5	<b>General Services</b>		
	The FY 2009 Proposed Budget reflects the elimination of a vacant full-time Communications Division Chief position as part of an efficiency effort.	-	(1.0)
/6	<b>Information Technology Services</b>		
	During FY 2008, 7 full-time positions which constituted the E-government team were transferred into the new Office of Communications. The FY 2009 Proposed Budget reflects the elimination of 2.0 full-time positions associated with the Network Operations Center night shift.	(7.0)	(2.0)
/7	<b>Office on Women</b>		
	During FY 2008, 1 full-time position was added for a grant funded social worker position.	1.0	-
/8	<b>Real Estate Assessments</b>		
	During FY 2008, 1 full-time Real Estate Appraiser I position and 1 full-time Assessments Records Specialist position were added due to increased workload. The FY 2009 Proposed Budget reflects the proposed elimination of 1 full-time Statistician position.	2.0	(1.0)
/9	<b>Office of Communications</b>		
	During FY 2008, 3 full-time positions from the City Manager's Office and 7 full-time positions from Information Technology Services (E-government team) were transferred to create the Office of Communications.	10.0	-
/10	<b>Fire Department</b>		
	During FY 2008, 1 full-time position was added for a new Assistant Fire Chief, and 1 full-time IT position was transferred from Fire to Code Enforcement, resulting in a net impact of 0.0 FTE's.	-	-
/11	<b>Code Enforcement</b>		
	During FY 2008, one full-time IT position was transferred from the Fire Department. The FY 2009 budget proposes to eliminate one overhire special revenue funded position related to T.C. Williams High School construction.	1.0	(1.0)
/12	<b>Police Department</b>		
	During FY 2008, 1 full-time position was added for records management. The FY 2009 Proposed Budget reflects the proposed elimination of 2 full-time Special Police Officer positions for the Red Light Camera program, and the proposed elimination of 1 Elementary School Resources Officer.	1.0	(3.0)

(Continued on next page)

# Personnel & Compensation Summary

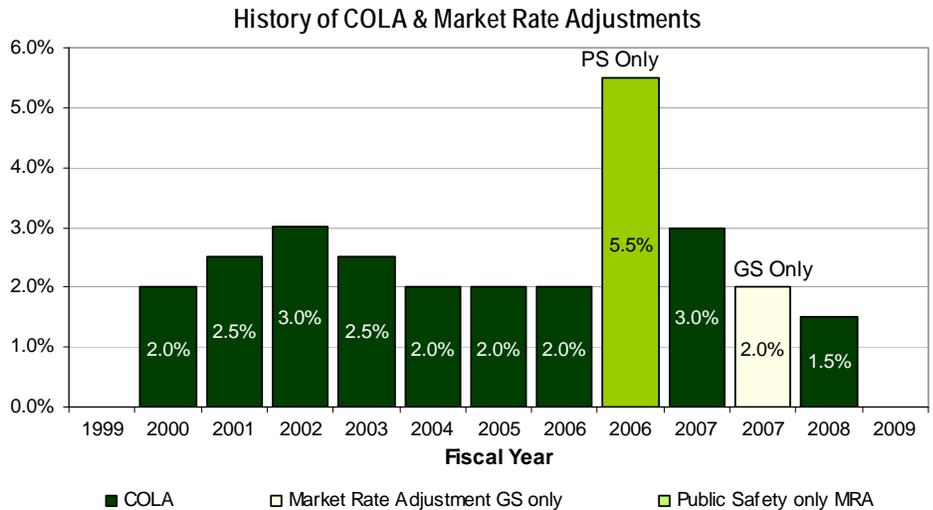
(Continued from previous page)

		FY 08 Amended	FY09 Proposed
/13	<b>Health</b>	FY 2008 Amended reflects a reduction of 1.2 part-time FTEs as a technical correction to the positions' classification as lump sum rather than regular part-time. The FY 2009 Proposed Budget reflects a reduction of 0.2 part-time FTEs in a Nurse position.	
/14	<b>Department of Human Services</b>	The FY 2009 Proposed Budget reflects the proposed elimination of one full-time Social Worker position for the Office for Early Childhood Development which was added in FY 2008 and funded out of contingent reserves. The FY 2009 Proposed Budget also reflects the reduction of one full-time doctor position to a part-time 0.75 FTE position for a net reduction of 0.3 FTEs.	
/15	<b>Mental Health, Mental Retardation &amp; Substance Abuse</b>	FY 2008 Amended reflects the addition of 1 full-time position and one part-time 0.8 FTE position, both of which are grant funded through the State Plan of Service. The FY 2009 reduction reflects the proposed elimination of a vacant telephone operator position.	
/16	<b>Planning &amp; Zoning</b>	FY 2008 Amended reflects the addition of one full-time Principal Planner position to be utilized initially for the Eisenhower West Development planning process. The FY 2009 Proposed Budget reflects the addition of one full-time Urban Planner II for the new multi-department Permit Center.	
/17	<b>Library</b>	FY 2008 Amended reflects a reduction of 0.10 part-time FTE as a technical correction.	
/18	<b>Recreation, Parks &amp; Cultural Activities</b>	FY 2008 Amended reflects the addition of 8 full-time Grounds employees that were transferred from the Alexandria City Schools as an efficiency measure, and the conversion of 1.2 part time FTEs into 1 full-time position (which resulted in a net 0.2 FTE reduction). FY 2008 Amended also reflects a 0.8 part-time FTE increase due to a technical correction. The FY 2009 Proposed Budget reflects the proposed elimination of 1.0 full-time Chinquapin Recreation Center custodial position, 1.0 full-time Lee Center custodial position, and 1.1 part-time FTE's due to the elimination of two part-time vacant aquatics positions at Chinquapin Recreation Center.	
/19	<b>Transportation &amp; Environmental Services</b>	FY 2008 Amended reflects 3 full-time Impound Lot positions that were restored in FY 2008 since the City will retain impounding responsibilities. The FY 2009 Proposed Budget reflects the addition of one full-time Civil Engineer I position and one full-time Administrative Assistant position for the Permit Center. It also reflects the addition of one full time Civil Engineer IV for Site Plan Review. It also reflects one full-time Parking Manger and one full-time Civil Engineer IV as a transportation planner, both funded by NVTa revenue.	
<b>Total Position Changes</b>		<b>19.1</b>	<b>(7.9)</b>

# Personnel & Compensation Summary

## Employee Compensation-Salary Adjustments

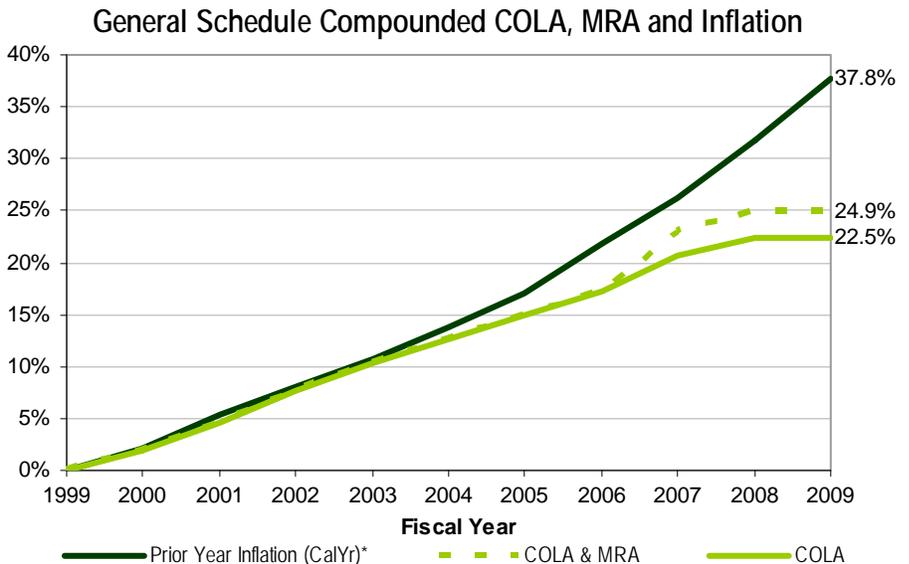
The chart to the right shows the recent history of cost of living adjustments (COLA) and market rate adjustments (MRA) given to City employees since 1999.



During FY 2006, all sworn Public Safety employees received a 5.5% market rate adjustment based on the results of a consultant survey. These employees did not receive the 2% market rate adjustment given to General Schedule employees in FY 2007.

The inflation rate for the Washington D.C. metro area compounded over the past 10 years is 37.8%.

This cost of living increase surpasses the compounded COLA and MRA given to General Schedule City employees during the same time period (24.9%).



\* CY 2007 and CY 2008 CPI is estimated to be 4.5%.

# Personnel & Compensation Summary

## Employee Compensation-Salary

The table to the right shows General Salary Adjustments granted to City employees from FY 1986 through FY 2009, along with the previous calendar years' inflation rates.

General Salary Adjustments include cost of living adjustments (COLA) and market rate adjustments (MRA) given to City employees. The salary adjustments below do not include step adjustments, which are based on employee performance and longevity.

Fiscal Year	General Salary Adjustments	Inflation Rate <sup>/A</sup> (for previous calendar year)
1986	4.0	4.2 (1985)
1987	4.0	2.9 (1986)
1988	4.0	3.6 (1987)
1989	4.0	4.1 (1988)
1990	3.0	5.8 (1989)
1991	3.0 (July 1, 1990) 0.5 (Jan. 1, 1991) <sup>/B</sup>	5.9 (1990)
1992	2.0	4.1 (1991)
1993	0.0	2.5 (1992)
1994	2.5	3.2 (1993)
1995	2.0	1.9 (1994)
1996	3.0	2.0 (1995)
1997	2.0	2.8 (1996)
1998	2.0 (July 1, 1997) 3.0 (Jan. 1, 1998) <sup>/C</sup>	1.7 (1997)
1999	0.0	1.3 (1998)
2000	2.0	2.1 (1999)
2001	2.5	3.3 (2000)
2002	3.0	2.6 (2001)
2003	2.5	2.4 (2002)
2004	2.0	2.8 (2003)
2005	2.0	2.8 (2004)
2006	2.0	4.0 (2005)
2007	5.5 (Sworn Public Safety only) 3.0 (July 1, 2006) 2.0 (July 1, 2006) <sup>/D</sup>	3.6 (2006)
2008	1.5	4.5 <sup>/E</sup> (2007)
2009	0.0 Proposed	

<sup>/A</sup> Source: Consumer Price Index, all Urban Consumers for the Washington-Baltimore, DC-MD-VA-WV region (CPI-U-DC) 1996=100, Bureau of Labor Statistics (BLS), U.S. Department of Labor, average to average annual rate.

<sup>/B</sup> In FY 1991, City Council approved a 3% COLA effective from July 1, 1990, and an additional one-half of one percent general salary adjustment effective on January 1, 1991. The effective general salary adjustment for FY 1991 was 3.25% .

<sup>/C</sup> In FY 1998, City Council approved a 2% COLA effective July 1, 1997, plus a 3% MRA effective on January 1, 1998. City Council approved the MRA based on the results of a consultant survey that found some City classifications were below market comparators.

<sup>/D</sup> City Council approved a 3% COLA and a 2% MRA both effective July 1, 2006. The MRA was only given to General Schedule employees.

<sup>/E</sup> Reflects November to November rate of increase and will be updated as new information becomes available from BLS.

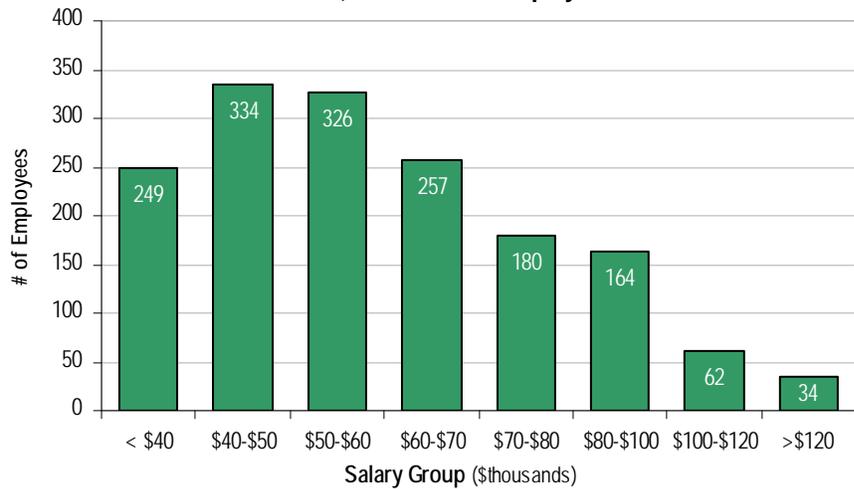
# Personnel & Compensation Summary

The table to the right shows the average salary (as of January 1, 2008) of City employees.

	Total Current Employees	Average Salary as of 1/1/2008
General Schedule (FT)	1,606	\$ 60,838
Public Safety (FT)	714	\$ 68,930
General Schedule (PT)	286	\$ 27,826

About 57% of General Schedule employees earn less than the average salary of all General Schedule employees.

**General Schedule**  
1,606 Full-time Employees



About half of all sworn Public Safety employees earn less than the average salary of that group.

**Sworn Public Safety**  
714 Full-time Employees



# Personnel & Compensation Summary

## Employee Compensation-Benefits

**FICA payments by the City total \$12.9 million or 7.2% of salary.**

**Retirement contribution percentages by the City vary by the retirement plan.**

**Retirement costs for the City are now at \$32.7 million or 18.1% of salary in the FY 2009 Proposed Budget. A large VRS rate increase in FY 2007 added dramatically to the City's cost for retirement in that year.**

### Federal Insurance Contributions Act (FICA)

This represents the City share of Social Security and Medicare tax. The FY 2009 \$12.9M budget is equivalent to the share that employees also pay. The CY 2008 maximum earnings cap is \$102,000, so earnings above this amount will not be taxed for Social Security, but are still subject to Medicare.

### Retirement

The FY 2009 retirement budget represents the contribution that the City pays towards employee retirement plans. The chart below details the contribution rates the City and employees pay.

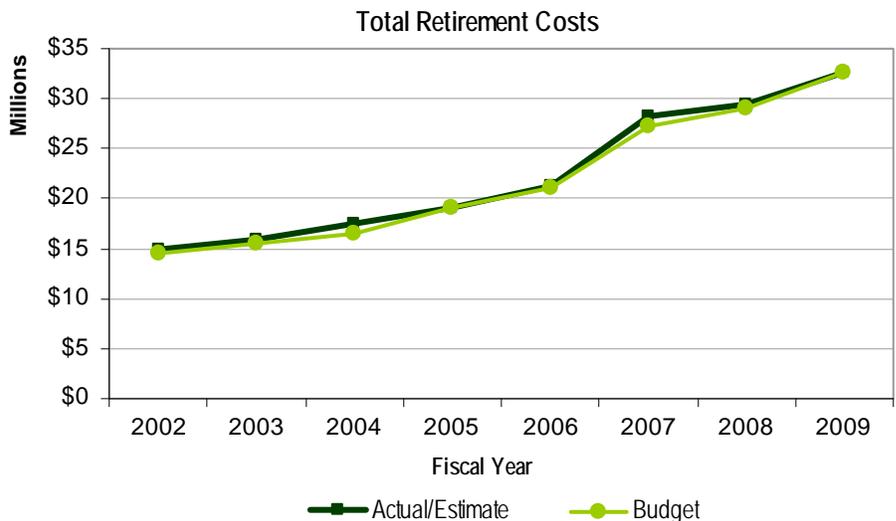
#### *Contribution Rates*

Plan	FY 2008		FY 2009	
	City	Emp'e	City	Emp'e
VRS	11.66%	-	12.06%	-
City Supplemental Plan	5.32%	-	5.64%	-
<i>VRS &amp; City Supplement Total<sup>1</sup></i>	<i>16.98%</i>	<i>-</i>	<i>17.70%</i>	<i>-</i>
Sworn Fire & Police <sup>2</sup>	22.35%	8.0%	26.41%	8.0%
Deputy Sheriffs, Fire Marshals & ERT <sup>3</sup>	22.41%	-	22.35%	-

<sup>1</sup> VRS includes only full-time GS employees; City Supplemental includes those working 20 hours or more.

<sup>2</sup> Employer contribution includes 2.35% for Disability Income Plan. Of the 8.0% employee contribution, 7.5% is for the Defined Benefit plan and 0.5% is for the Disability component.

<sup>3</sup> This contribution includes VRS and the City Supplemental Plan plus an increased contribution if necessary to match the Sworn Fire & Police FY 2008 contribution rate of 22.35%. In FY 2008, the increased contribution slightly exceeded this rate.

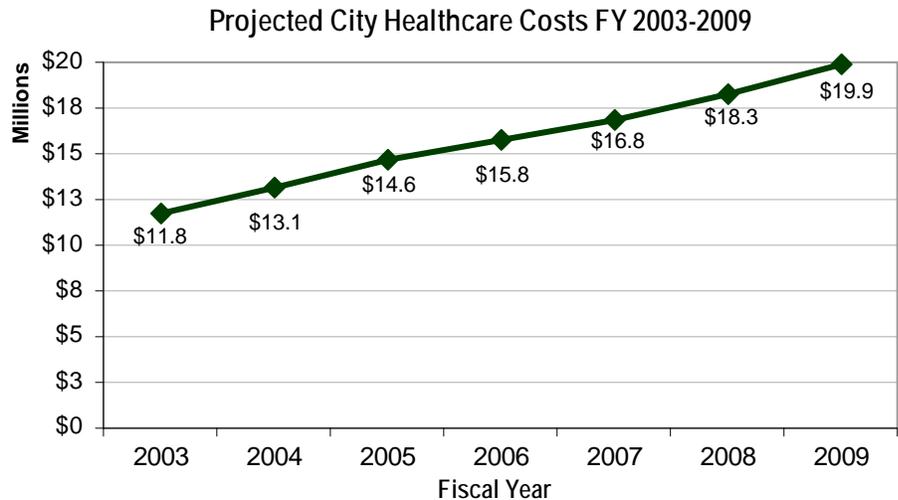


# Personnel & Compensation Summary

**Increased employee cost sharing has slightly offset a budgeted 10% increase in healthcare premiums, so the overall increase in healthcare cost was reduced by \$0.6 million. About half of this savings was offset by increased enrollment.**

## Healthcare

Healthcare represents the share that the City pays for employee healthcare benefits. In prior years, the City paid 100% of the HMO premiums for employees. In FY 2007 it was decided that employees should share at least 10% of the premium costs, by phasing in increases over 3 years. FY 2009 is the final year of this phase in and all employees now pay at least 10% of their healthcare premium. The chart below shows total City healthcare costs over time.



The chart below shows the projected FY 2009 monthly healthcare premium rates and percentage paid by the City and the employee\*.

**City employees will pay at least 10% of healthcare premium costs, and some pay as much as 27%. City employees also have additional co-pays that vary by plan.**

	Full-time Enrollment	Monthly Employee Share	Monthly City Share	Total Monthly Premium
<b>Kaiser</b>				
HMO	Single	384 \$41 10%	\$365 90%	\$405
	Family	618 \$96 10%	\$860 90%	\$956
POS	Single	8 \$104 22%	\$365 78%	\$469
	Family	3 \$236 22%	\$860 78%	\$1,096
<b>Optimum Choice (United Healthcare)</b>				
HMO	Single	294 \$44 10%	\$400 90%	\$444
	Family	486 \$105 10%	\$943 90%	\$1,048
POS	Single	91 \$114 22%	\$400 78%	\$514
	Family	146 \$259 22%	\$943 78%	\$1,202
PPO	Single	19 \$146 27%	\$400 73%	\$546
	Family	9 \$333 26%	\$943 74%	\$1,276

\*It should also be noted that although basic dental coverage is included in the HMO plans, employees may also elect and pay 100% of the premium for full Dental coverage from Dominion Dental.

# Personnel & Compensation Summary

**New GASB accounting standards mandate accounting for long term unfunded obligations for other post employment benefits (OPEB).**

## Other Post-Employment Benefits (OPEB)

The Governmental Accounting Standards Board (GASB) has created new rules for SEC disclosure and reporting mandates for post retirement benefits, which include retiree healthcare and retiree life insurance. Historically, the City like almost all states and localities, used the near universal practice of pay-as-you-go cash accounting. However, the GASB mandates require reporting, recording and accounting for the long-term unfunded obligations for health and life insurance benefits for retirees. These new requirements and the City's response will influence the bond rating agencies expectations of the City.

*millions*

	Estimated Unfunded Liability	Annual Required Contribution (ARC)
City <sup>1,2,3</sup>	\$88.8	\$12.3
Schools <sup>4</sup>	\$39.0	\$4.9
	<b>\$127.8</b>	<b>\$17.2</b>

<sup>1</sup> 2007 draft study

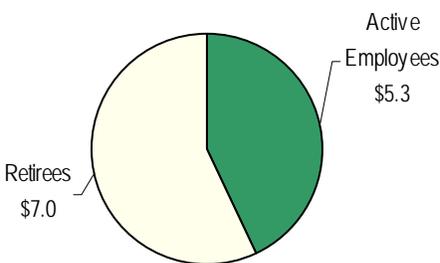
<sup>2</sup> assumes no change in \$260 monthly healthcare rate

<sup>3</sup> City's liability calculated by actuaries using the trust fund model with a 7.5% annual return assumption.

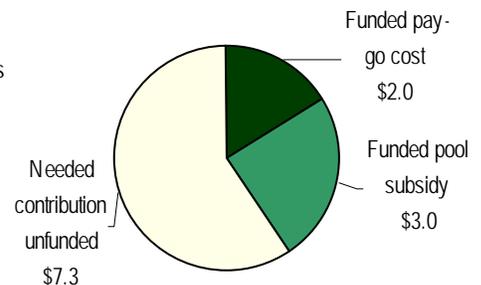
<sup>4</sup> 2006 study

**The City needs to gradually increase over a five-year period, its annual funding for OPEB obligations to \$12.3 million. The FY 2009 Proposed Budget takes a first step by providing \$1.4 million in new funding. The proposed school budget includes \$0.8 million in new funding for the first step in its five-year funding plan.**

**City Uses**



**City Sources**



<i>Fiscal year</i>	2009	2010	2011	2012	2013
Current "pay-go"	\$2.0	\$2.0	\$2.0	\$2.0	\$2.0
Costpool subsidy	3.0	3.0	3.0	3.0	3.0
F.B. designation draw down	4.2	3.1	2.0	1.4	0.0
New funding	1.4	2.8	4.2	5.6	7.3
<b>Total</b>	<b>\$10.6</b>	<b>\$10.9</b>	<b>\$11.2</b>	<b>\$12.0</b>	<b>\$12.3</b>
<b>% ARC Funded</b>	<b>86%</b>	<b>89%</b>	<b>91%</b>	<b>98%</b>	<b>100%</b>

\* Figures subject to periodic actuarial analysis, trust fund earnings, health insurance costs, and assumed no change in the \$260 monthly reimbursement rate. Fund balance drawdown timing TBD.

# Personnel & Compensation Summary

## Wellness Program

The City's Wellness budget is \$100,000 in FY 2009. "Well! Well! Well!" is a program created to encourage City employees to include exercise, fitness, and healthy living in their daily regimen. The City's efforts to promote workforce wellness now include the following:

- An annual health fair that includes engaging up-to-date seminars and workshops on a wide range of health topics, and health screenings including blood pressure, cholesterol, and glucose, among others;
- Free use of City recreational facilities by City employees\*;
- Executive Health Screenings;
- Discount memberships at the Alexandria YMCA;
- Kaiser Permanente luncheon lectures on nutrition and healthy living;
- Weight Watchers At-Work (75% subsidy); and
- Lunch time yoga classes at Gadsby's Tavern Museum.

The efficiency and benchmark audit of the Personnel Services Department is going to look for improvements in the program based on best practices.

## Other Benefits

Other benefits include Workers Compensation, Clothing, Unemployment, Recruitment, and Long-term Disability.

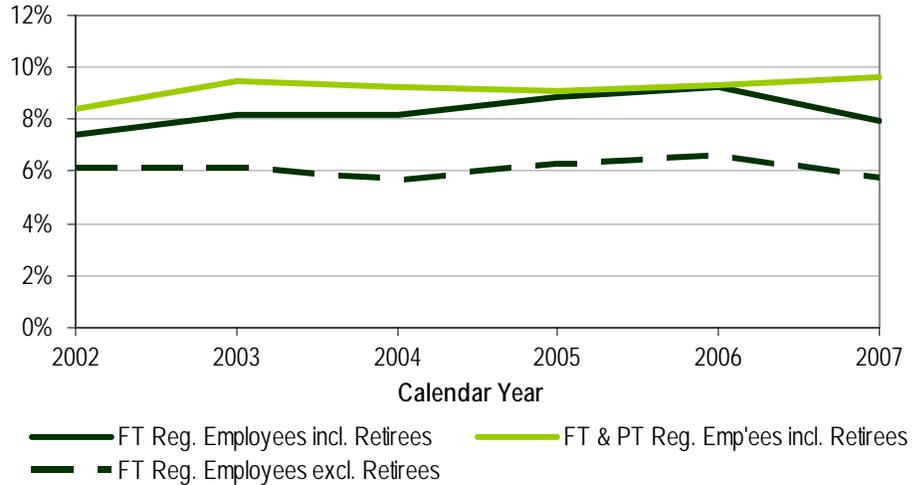
\* Alexandria Public Schools employees are now eligible to use City recreation facilities for free.

# Personnel & Compensation Summary

## Attracting and Keeping a Competent Workforce

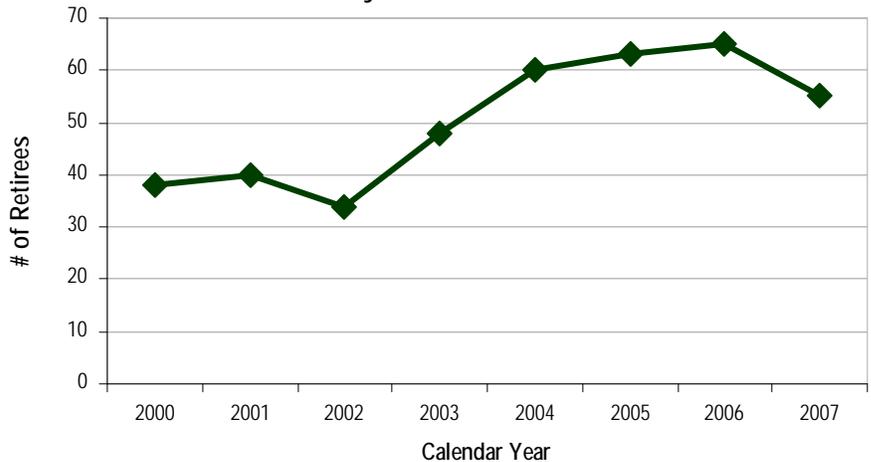
Turnover among full-time employees is relatively stable over this time period. However, part-time employee turnover increased in CY 2007, and retirements decreased.

Historical Turnover



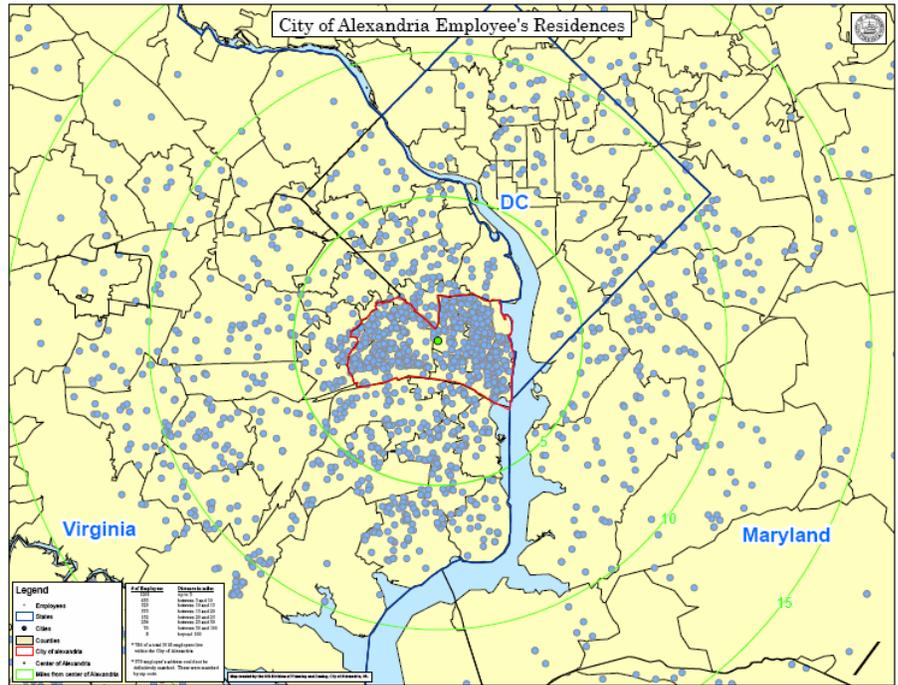
Although Calendar Year 2007 realized a decrease in retirees, the total number of retirees in coming years is expected to increase dramatically because of the number of employees who are retirement eligible.

Annual City of Alexandria Retirees



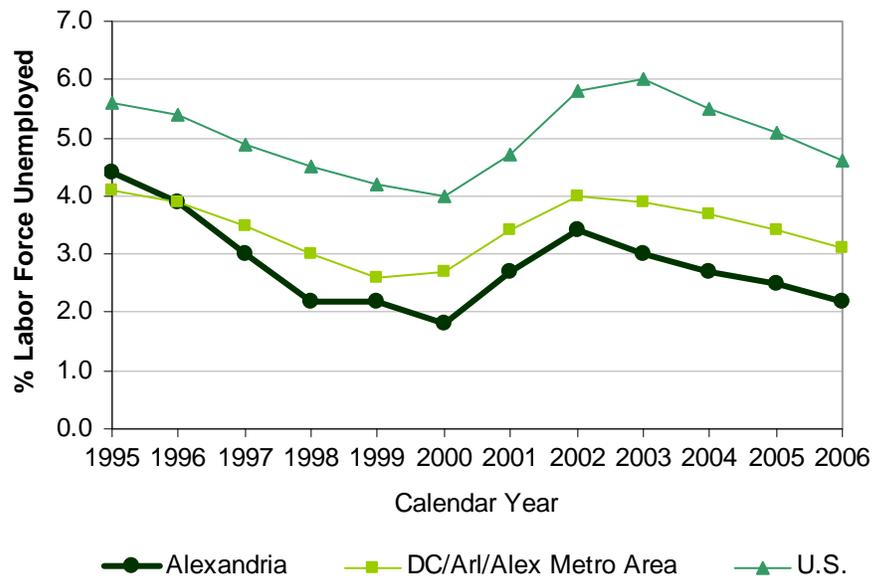
# Personnel & Compensation Summary

The map to the right shows the dispersion of City employee residences. The vast majority of Alexandria City employees live outside the City. As a consequence, Alexandria competes in the regional labor market for workers.



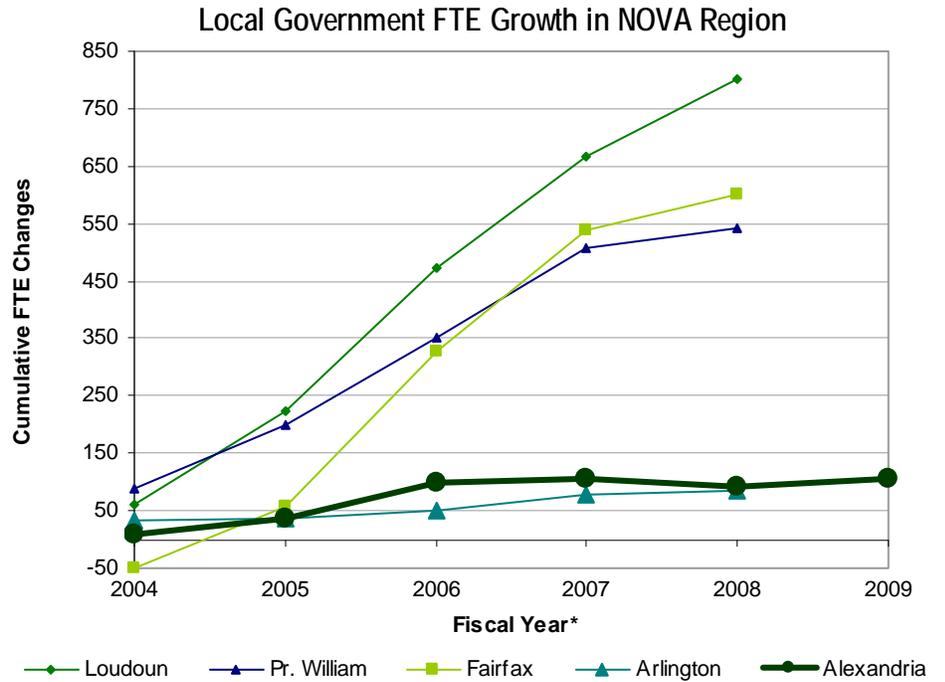
The unemployment rates in the United States, the D.C. metro area and Alexandria have been declining since about 2002. This signifies an increase in jobs as compared to job seekers. The job seekers have more choice in which jobs they accept. This makes it more difficult to attract quality candidates.

**Annual Unemployment Rate**  
(U.S. Bureau of Labor Statistics)



# Personnel & Compensation Summary

Prince William, Fairfax and Loudoun Counties continue to expand their workforces, which adds competitive pressure for the City's workforce.



\* FTE counting definitions vary, as do the services each locality provides. Use of outside contractors and non-profit service providers also varies by jurisdiction.

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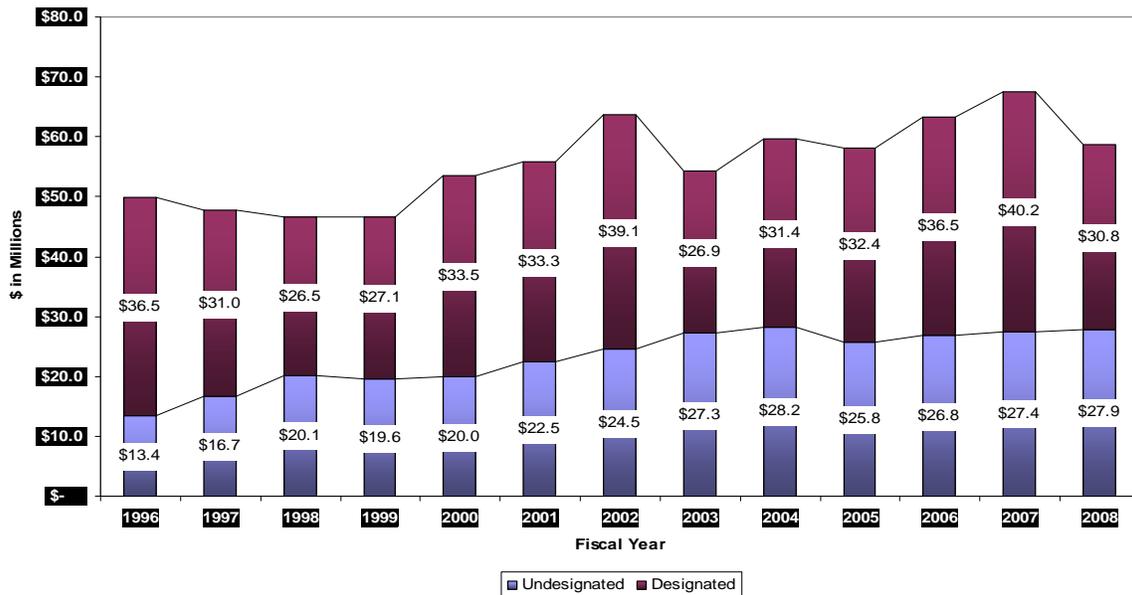
# Statement of Estimated General Fund Balance

Unreserved General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Reserved General Fund Balance that represents monies that have been reserved to pay for legal obligations of the City such as for purchase order encumbrances. Maintaining a prudent level of unreserved General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. Unreserved General Fund balance also provides working capital during temporary periods when expenditures exceed revenues. A portion of the unreserved fund balance is designated for future specific uses on a contingency basis. In order to be available, the funds still must be appropriated by City Council in a future appropriations ordinance. Following this section is an Appendix entitled "Layperson's Guide to Fund Balance" written by the City's Budget and Fiscal Affairs Advisory Committee to explain these financial terms for those not involved regularly in local government finance.

Designated fund balances are reserve funds "earmarked" to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies. Undesignated fund balance is the amount of money considered to be the City's reserve fund. As with all monies in fund balance, if used, it is a one-time source of revenue.

The graph below shows total actual unreserved and undesignated General Fund balance from FY 1996 through FY 2007, and projected fund balance at the close of FY 2008. As proposed, the FY 2009 budget recommends use of a certain portion of estimated General Fund balances for capital projects, in addition to pay-as-you-go capital funding from current revenues. Unreserved fund balance (the total amount available for appropriation, regardless of designations) is projected to be \$58.6 million as of June 30, 2008, which represents 11.4 percent of FY 2008 projected General Fund revenues.

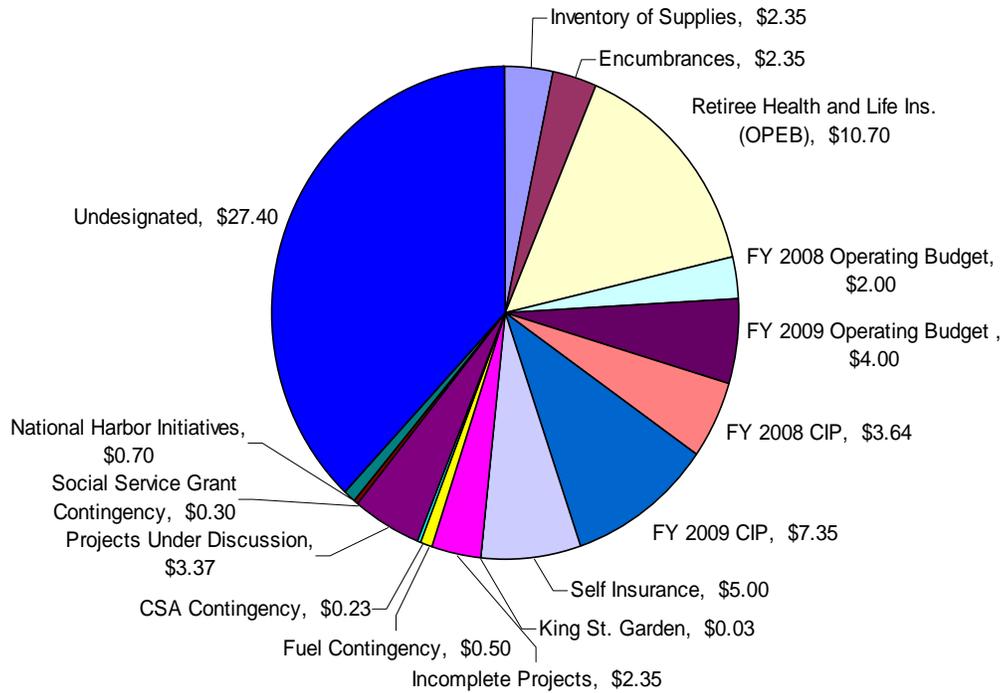
**City of Alexandria  
Unreserved End of Year Fund Balance**



# Statement of Estimated General Fund Balance

The following pie chart shows all of the components of General Fund balance –as of June 30, 2007.

## Fund Balance as of June 30, 2007 \$72.3 million



## Statement of Estimated General Fund Balance

Reflecting City Council's priorities in setting aside resources for contingencies and other specific purposes, the General Fund balance of June 30, 2007 included the following designations (shown in light blue above) in the Consolidated Annual Financial Report (CAFR):

- \$1,999,550 appropriated to fund the fiscal year 2008 budget as approved by City Council;
- \$4,000,000 to help fund the FY 2009 proposed operating budget;
- \$3,643,211 for capital expenditures, designated for capital projects contained in the adopted FY 2008 - FY 2013 Capital Improvement Program budgets (CIP);
- \$7,350,000 from FY 2007 surpluses for capital expenditures, designated for capital projects contained in the adopted FY 2009 – FY 2014 Capital Improvement<sup>5</sup> Program budgets (CIP);
- \$5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program);
- \$10,700,000 to cover post-employment health and life insurance benefits (OPEB);
- \$25,000 for King St. Garden;
- \$230,000 as a contingency for the Comprehensive Services Act program;
- \$300,000 as a contingency for possible Social Service grant reductions
- \$500,000 as a contingency for possible increased fuel costs;
- \$2,345,870 for operating fund projects that were incomplete as of June 30, 2007;
- \$700,000 for National Harbor Initiatives
- \$3,368,000 for projects under discussion (and later approved and appropriated by City Council);

After accounting for these designations, the undesignated General Fund balance at June 30, 2007 was \$27.4 million. The \$27.4 million in the undesignated fund balance was equal to 5.4 percent of FY 2007 actual General Fund revenues. The unreserved fund balance as of June 30, 2007, of \$67.6 million was equal to 13.4 percent of FY 2006 actual General Fund revenues.

City Council's debt related financial policies, (originally adopted in June 1987, and subsequently reaffirmed and updated on December 9, 1997, and amended on October 26, 1999) established a lower limit of 4 percent and a target of 5.5 percent for undesignated General Fund balance as a percentage of General Fund revenue, and established a lower limit of 10 percent for unreserved General Fund balance as a percentage of General Fund revenue. \*

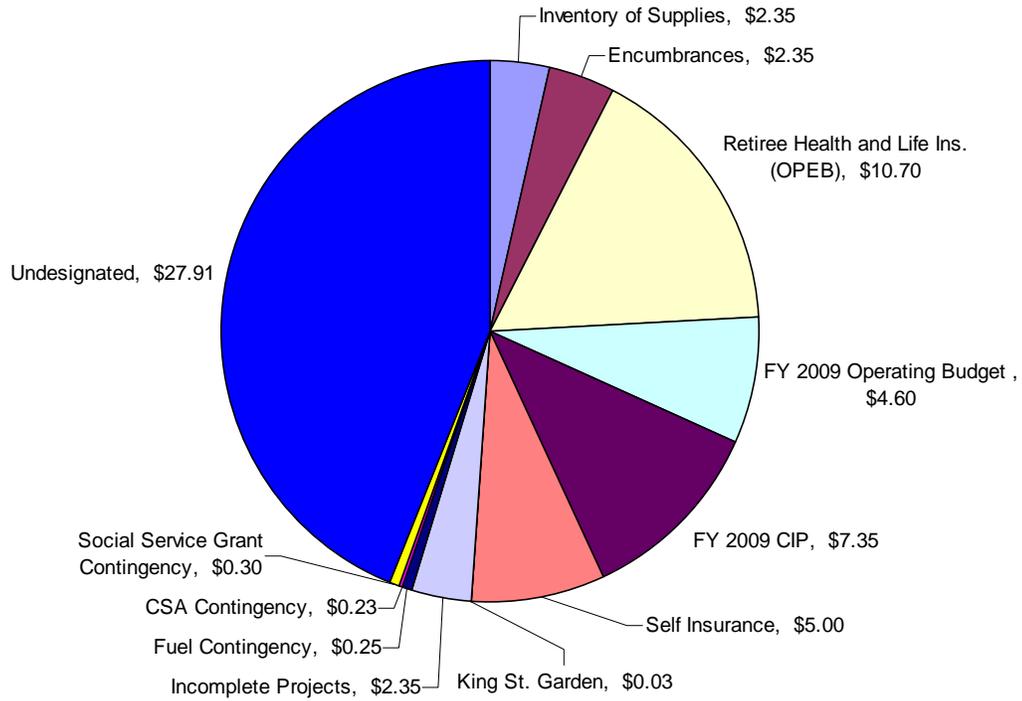
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\* The City Council's adopted debt-related financial policies are reproduced in the appendices section of this document.

# Statement of Estimated General Fund Balance

The following pie chart shows all of the components of General Fund balance estimated as of June 30, 2008.

## Fund Balance Estimated as of June 30, 2008 \$63.4 million



# Statement of Estimated General Fund Balance

## Designations in the Proposed Fiscal Year 2009 Budget

The fiscal year 2009 Proposed Operating Budget contains the following designations of fund balances estimated to be available as of June 30, 2008:

- \$4,600,000 to fund the FY 2009 Operating Budget;
- \$10,700,000 for partially off-setting the City's liability for post-employment retiree health and life insurance benefits in response to new national accounting standards. This amount will be supplemented by \$1.4 million in additional funds in the FY 2009 budget and the entire balance used to establish a trust fund for post-employment retiree and life insurance benefits;
- \$7,350,000 to fund capital projects contained in FY 2009 of the FY 2009 to 2014 Capital Improvement Program budget;
- \$5,000,000 for the City's self-insurance reserve;
- \$25,000 for King St. Garden;
- \$250,000 as a contingency for possible fuel cost increases;
- \$230,000 as a contingency for the Comprehensive Services Act program;
- \$300,000 as a contingency for possible grant reductions for "pass through" funding for administrative costs for Human Services programs;
- \$2,345,870 in estimated incomplete projects (actual amount and projects to be determined at the end of FY 2008).

Based on projected revenues and expenditures and designations in fiscal year 2008, the undesignated General Fund balance at June 30, 2008 is currently estimated to be \$27.9 million or 5.4 percent of projected FY 2008 General Fund revenues; and the unreserved General Fund balance is estimated to be \$58.7 million or 11.4 percent of projected General Fund revenues. These ratios are in accord with the minimum limits established by the debt policy guidelines.

The table on the next page shows a history of fund balances, reservations and designations from FY 2004 through FY 2008 (estimated).

# Statement of Estimated General Fund Balance

HISTORY OF END OF YEAR FUND BALANCE ACTUAL 2004 THROUGH 2007 AND ESTIMATED AS OF JUNE 30, 2008					
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
<b>Unreserved Fund Balance End of Year</b>	<b>\$ 59,589,075</b>	<b>\$ 58,216,836</b>	<b>\$ 63,343,040</b>	<b>\$ 67,560,766</b>	<b>\$ 58,710,531</b>
<b>Designations</b>					
FY 2003 Operating Budget					
FY 2004 Operating Budget					
FY 2005 Operating Budget	\$ 4,334,000				
FY 2006 Operating Budget	\$ 4,330,000	\$ 4,330,000			
FY 2007 Operating Budget		\$ 3,800,000	\$ 3,354,819		
FY 2008 Operating Budget			\$ 3,300,000	\$ 1,999,550	
FY 2009 Operating Budget				\$ 4,000,000	\$ 4,600,000
Compensated Absences	\$ 7,208,635	\$ 7,208,635			
Retiree Health and Life (OPEB)			\$ 8,700,000	\$ 10,700,000	\$ 10,700,000
Subsequent CIP	\$ 7,536,116				
Subsequent CIP	\$ 258,000	\$ 258,000			
Subsequent CIP		\$ 4,474,890	\$ 7,353,288	\$ 3,643,211	
Subsequent CIP				\$ 7,350,000	\$ 7,350,000
Self Insurance	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Incomplete Projects	\$ 1,922,038	\$ 2,824,000	\$ 2,649,421	\$ 2,345,870	\$ 2,345,870
Recycling Fund					
Open Space Fund			\$ 275,703		
King St. Garden				\$ 25,000	\$ 25,000
Affordable Housing Programs	\$ 751,000		\$ 275,703		
Affordable Home Ownership Protection Grants			\$ 300,000		
Efficiency Reductions Fund	\$ 72,489	\$ 52,592			
Increased Fuel Costs		\$ 1,027,000		\$ 500,000	\$ 250,000
Federal Budget Reductions		\$ 143,000			
Federal or State Intergovernmental Revenue or Grant Reductions			\$ 1,000,000		
Comprehensive Services Act Contingency				\$ 230,000	\$ 230,000
Social Service Grant Contingency (Pass Through Fed. Funding)				\$ 300,000	\$ 300,000
Medical Services for Jail Inmates		\$ 250,000			
Sworn Public Safety Compensation		\$ 3,000,000			
Employee Compensation			\$ 4,000,000		
Monroe Avenue Bridge Pedestrian Structure Design			\$ 300,000		
National Harbor Initiatives				\$ 700,000	
Projects Under Discussion				\$ 3,368,000	
<b>Total Designations</b>	<b>\$ 31,412,278</b>	<b>\$ 32,368,117</b>	<b>\$ 36,508,934</b>	<b>\$ 40,161,631</b>	<b>\$ 30,800,870</b>
<b>Undesignated Fund Balance EOY</b>	<b>\$ 28,176,797</b>	<b>\$ 25,848,719</b>	<b>\$ 26,834,106</b>	<b>\$ 27,399,135</b>	<b>\$ 27,909,661</b>
<b>Reserved Fund Balance EOY</b>	<b>\$ 3,207,535</b>	<b>\$ 4,058,347</b>	<b>\$ 4,035,005</b>	<b>\$ 4,692,962</b>	<b>\$ 4,692,962</b>
<b>Total Fund Balance EOY</b>	<b>\$ 62,796,610</b>	<b>\$ 62,275,183</b>	<b>\$ 67,378,045</b>	<b>\$ 72,253,728</b>	<b>\$ 63,403,493</b>
<b>General Fund Revenues</b>	<b>\$ 408,341,063</b>	<b>\$ 438,949,718</b>	<b>\$ 478,562,230</b>	<b>\$ 505,572,861</b>	<b>\$ 516,536,672</b>
Estimated Undesignated Fund Balance as % of General Fund Revenues	<b>6.9%</b>	<b>5.9%</b>	<b>5.6%</b>	<b>5.4%</b>	<b>5.4%</b>
Target = 5.5%; Limit = 4.0%					
Estimated Unreserved Fund Balance as % of General Fund Revenues	<b>14.6%</b>	<b>13.3%</b>	<b>13.2%</b>	<b>13.4%</b>	<b>11.4%</b>
Limit = 10%					

## Statement of General Fund Balance

Governmental Funds			Proprietary Funds		
	Special Revenue Fund	Capital Projects Fund <sup>/4</sup>		Internal Services Fund (Equipment Replacement Fund)	Sanitary Sewer Enterprise Fund <sup>/6</sup>
Beginning Fund Balance 7/1/07 <sup>/1</sup>	\$23,735,034	\$101,587,684	Beginning Net Assets 7/1/07	\$21,729,386	\$8,592,766
Plus FY 2008 Budgeted Revenues <sup>/2</sup>	\$95,841,339	\$94,477,357	Plus FY 2008 Budgeted Revenues <sup>/5</sup>	\$4,429,871	\$7,350,000
Less FY 2008 Budgeted Expenditures <sup>/2</sup>	\$95,841,339	\$94,477,357	Less FY 2008 Budgeted Expenses	\$5,385,142	\$7,350,000
Projected Fund Balance 6/30/08	\$23,735,034	\$101,587,684	Projected Net Assets 6/30/08	\$20,774,115	\$8,592,766
Plus FY 2009 Budgeted Revenues <sup>/3</sup>	\$103,455,353	\$59,309,196	Plus FY 2009 Budgeted Revenues	\$4,711,303	\$7,488,353
Less FY 2009 <sup>/3</sup> Budgeted Expenditures	\$103,455,353	\$59,309,196	Less FY 2009 Budgeted Expenses	\$6,097,326	\$16,081,119
Projected Fund Balance 6/30/09	\$23,735,034	\$0	Projected Net Assets 6/30/09	\$19,388,092	\$0

<sup>/1</sup> City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2007

<sup>/2</sup> City of Alexandria, Virginia, Approved Operating Budget and Capital Improvement Program, Fiscal Year 2008; Capital Projects Fund Revenues and Expenditures include \$16,952,007 deferred from FY 2007 and \$11,398,976 for ARHA and Tauber Property borrowings.

<sup>/3</sup> City of Alexandria, Virginia, Proposed Operating Budget and Capital Improvement Program, Fiscal Year 2009

<sup>/4</sup> In all likelihood a large portion of Capital Projects, including Sanitary Sewers, will not be expended in FY 2008 and FY 2009, as many capital projects are multi-year in execution.

<sup>/5</sup> FY 2008 Budgeted Revenues are based on current estimates, which are subject to change.

<sup>/6</sup> Sanitary Sewer Enterprise Fund was created in FY 2006 and FY 2007 was the first budget year.

## Statement of Estimated General Fund Balance

- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2007, the Special Revenue Fund unreserved fund balance was \$23,735,034. Because monies budgeted within the Special Revenue Fund are generally legally restricted to specific activities or programs, these monies are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are generally due to intergovernmental grant timing differences (e.g., a grant awarded to the City for a program operated under the federal fiscal year of October 1 to September 30), and remaining Special Revenue funds at June 30 are reappropriated for use in the subsequent City fiscal year for the continuation of the designated programs. The total projected Special Revenue Fund fund balance, for GFOA reporting purposes, as of June 30, 2008 is \$23,735,034.
- The Capital Projects Fund accounts for all financial resources used for the acquisition or construction of major capital facilities not being financed by proprietary funds. As of June 30, 2007, the Capital Projects Fund had a total fund balance of \$101,587,684. This funding is dedicated to the completion of approved capital projects, and is therefore not available to meet general expenditure requirements. The total projected Capital Projects Fund fund balance as of June 30, 2008, would be \$0 assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2008.
- The Internal Services Fund accounts for the financing of goods or services provided by one department to other departments or agencies of the City on a cost-reimbursement basis. The City established the Equipment Replacement Fund for purposes of providing for the accumulation of money to replace capital equipment items used in City operations. This fund derives its revenues from periodic equipment rental charges assessed to the user departments in the governmental funds. These revenues are then used to finance depreciation charges and associated expenditures to replace capital equipment. As of June 30, 2007, the Equipment Replacement Internal Services Fund had Total Net Assets of \$21,729,386. Equipment Replacement monies are accrued for the scheduled replacement of capital equipment, and thus are not available for appropriation to meet general expenditure requirements. The projected Equipment Replacement Fund Total Net Assets, for GFOA reporting purposes, as of June 30, 2008, is \$19,388,092. It should be noted that the bulk of the Net Assets represents the value of equipment (such as refuse collection vehicles and police cars) currently in use within the City government.
- The Sanitary Sewers Enterprise Fund accounts for sanitary sewer revenues and expenditures apart from the General Fund. This fund, established in mid FY 2006, was created for the purpose of achieving revenue self-sufficiency for sanitary sewer maintenance and construction and to be supported by sewer line maintenance fee and sewer connection fee revenues. As of June 30, 2007, the Sanitary Sewers Enterprise Fund had Total Net Assets of \$8,592,766. It includes Transportation and Environmental Services (T&ES) operating expenditures for maintenance as well as cash capital and debt service expenditures associated with CIP reconstruction, rehabilitation and expansion projects. The total projected Sanitary Sewer Enterprise Fund balance as of June 30, 2008, would be \$0, assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2008.

# Statement of Estimated General Fund Balance

## Appendix

### Layperson's Guide to Fund Balance

The following information is based on the November 18, 1997 BFAAC report to City Council. City Council received the BFAAC report on December 9, 1997.

#### The Importance of Explaining the General Fund Balance

The presentation and explanation of the general fund balance to the City Council, the citizens of Alexandria and representatives of the media is a difficult task. As the Government Financial Officers Association (GFOA) has said in its Elected Official's Guide to Fund Balance:

In our system of government, crucial decisions involving the lives of citizens are placed in the hands of elected officials. Many of these decisions involve the allocation of scarce financial resources. Arguments for and against proposed allocations of financial resources often focus on "fund balance." Unfortunately, published discussions of fund balance, as a rule, are directed toward the professional accountant rather than toward the elected official or others who may not have background or experience in governmental accounting and financial reporting. Accordingly, elected officials often find themselves in the difficult position of having to weigh arguments involving fund balance with only a vague, or even erroneous understanding of its true nature and significance.

In Alexandria, because we have benefited from sound financial management by City staff, wise decisions by City Council and good fortune, we have fund balances. For that reason, it is particularly important that the nature of the general fund balance and its necessity to the fiscal health of the City be clearly articulated in terms and with language that can be widely understood. This non-technical discussion of the general fund balance, especially as it has been maintained in Alexandria, is offered with this purpose in mind.

This document is an explanation of how the name, concept and meaning of the general fund balance will change due to the new rules governing the reporting of municipal government finances. The City has implemented GASB Statement No.34, Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments. GASB Statement No. 34, labeled by GASB as "the most significant change in the history of government financial reporting," mandated that by FY 2002, governments comparable to the City of Alexandria, amend their financial reporting to provide additional information about their fiscal health including information about the status of public infrastructure. In order to take a leading position in this area, utilize City accounting data and professional resources, as well as to get hands-on experience with the new reporting requirements, the City fully implemented the standard with the FY 2000 Comprehensive Annual Financial Report, two years ahead of the GASB mandate. As a result, the City of Alexandria was the first government in Virginia, the largest local government, and among the first governments in the United States to fully adopt the new reporting standards.

#### Use and Protection of the Fund Balance Under the City's Fiscal and Debt Related Financial Policies

The fiscal policies of the City of Alexandria and mandatory accounting rules have established a wise and prudent set of checks and balances to help ensure the City's fiscal stability. Neither the City's total fund balance, its unreserved General Fund balance, or its designated fund balance, should be referred to as a "rainy day fund" or seen as a "savings" easily available for meeting emergency needs. As will be explained

## Statement of Estimated General Fund Balance

below, reservations of some portion of the General Fund balance are required by accounting rules that cannot be ignored. Designations of some of the unreserved balances represent decisions of the City Council and Manager that financial resources need to be set aside now to meet future needs. Only the remaining undesignated fund balance is available for meeting other unknown future financial needs. And this undesignated fund balance is not available for expenditure as would be recurring revenues. The City Council has imposed on itself a rule that it cannot appropriate undesignated fund balances beyond that proposed in the City Manager's budget except by an affirmative vote by at least five members of the Council. This appropriately balances the need to make such monies available if truly necessary in the judgment of the elected City leaders, and the need to protect against the temptation to use this balance to meet recurring operating needs when recurring operating revenues are not sufficient.

Indeed, the City Council has stated its policy to "not establish a trend of using General Fund equity to finance current operations." Specifically, its debt related financial policies declare "the City will not finance operations from the General Fund equity balance for periods longer than two years."

It is prudent to maintain some sort of balance. A portion of the balance is required to provide the City with adequate cash flow. For example, the real estate tax, which is the City's largest single revenue source, is collected in November and June, but payroll expenditures occur every two weeks. The City has adopted a debt related financial policy that it will not issue tax or revenue anticipation notes to fund governmental operations, so it must manage its cash flow in a way that provides funds to meet all working capital needs at all times. The balance also helps to protect against unanticipated expenditures or lower than expected revenues.

### The General Fund "Checkbook" Balance Under Current Municipal Government Accounting Methods

Under current municipal government financial reporting methods, the general fund is one of several types of "governmental funds". As the GFOA says, "Governmental funds are designed to measure the current financial resources on hand at the end of a period that are available to be spent or appropriated in future periods." The GFOA continues:

The focus of a governmental fund (e.g. general fund) is similar to that of an individual wishing to know what his or her checkbook balance will be after the last paycheck for the month has been deposited, and after all of the checks written to pay this month's bills have been cashed. This balance is significant because it represents the financial resources available to help pay next month's bills.

Under these current accounting methods, the general fund balance therefore can be considered to be the checkbook balance of Alexandria. It represents the best estimate of the current financial resources available at the end of the accounting period for spending in future periods.

## Statement of Estimated General Fund Balance

To determine the checkbook balance of the City, decisions have to be made about whether or not a "check" has been written by the City. In most cases, this is obvious. The obligation of City funds for payroll and the purchase of goods and services is easily measured and reported. There are some other instances in which it is not so clear whether the City has incurred or faces a certain future obligation. The touchstone to deciding these questions is whether the City has financial resources that are readily available for spending in future periods.

### Changing from the Checkbook Analogy to the Taxpayers' Equity Analogy With the Changes in Accounting Methods

Under GASB Statement No. 34, state and local governments are required to report their financial condition using government-wide financial statements and fund financial statements. The government-wide financial statements use an approach that is most similar to the approach used in the financial statements of all publicly traded companies in the U.S. The fund financial statement will retain the traditional method of accounting (modified accrual accounting) for governmental funds. Under the fund financial statements, the differences between fund assets and liabilities would continue to be reported as the reserved and unreserved fund balances.

Government-wide financial statements require a single statement that consolidates governmental activities and business-type activities. These government-wide statements are to be prepared on the full accrual basis of accounting. All revenues and expenses connected with the fiscal year will be taken into account even if the cash involved has not actually been received or paid. All capital assets, including infrastructure assets, are to be reported on the balance sheet and depreciation is to be reported as a charge to operations each period. All long-term liabilities, including debt are to be reported on the balance sheet and accrued interest is to be reported as a charge to operations each period.

With these changes, the government-wide financial statement now reports "net assets" at the bottom line. These net assets represent available financial resources, but with a longer time horizon to measure availability for future spending. The analogy of the checking account balance will be replaced by the analogy of stockholders equity, or more appropriately for municipal government finances, "taxpayers' equity". The taxpayers' equity is equal to the net asset value of the City of Alexandria.

Under GASB Statement No. 34, the general governmental fund (which contains 80 percent of City revenues and expenditures) will continue under modified accrual accounting rules in the fund financial statements. Accordingly, the current budget practices in regard to reorganizing revenues and expenditures that parallel modified accrual accounting rules also will not change.

# Statement of Estimated General Fund Balance

## Understanding the Difference Between the General Fund Balance, Net Assets and Cash Balance

One common misconception is that the fund balance or net assets of the City is the same as the cash balance of the City. Cash itself is a financial resource, but it is not necessarily the only financial resource available to the City. The City may have available to it other financial resources (such as tax revenues collected by the State but not yet distributed to the City) that represent real financial resources available for spending in future periods, but not reflected yet in the cash balance. Similarly, the City holds cash that is needed to pay bills already incurred but not yet paid for. Under the longer term view of the taxpayers' equity analogy, the cash balance concept is even further distanced from truly representing the financial health of the City.

To focus only on the cash balance of the City is comparable to focusing only on the account balance you have at the bank, without recognizing the checks that you have already written and dispersed that have not yet been cashed by their recipients. These checks have not yet been deducted from your account, but they reduce your checkbook balance. Furthermore, the cash balance does not recognize the value of the assets held by the City or the eventual long term cost of such obligations, such as the need to eventually pay employees for their leave balances.

## Reserved General Fund Balance

Sometimes the checkbook balance of the City is limited by commonly used accounting restrictions or other legal restrictions that make certain funds unavailable for future spending by the City. Under current Generally Accepted Accounting Principles (GAAP) for the fund financial statements, the City must reserve funds to equal its inventory of supplies and its encumbrances. The inventory of supplies includes supplies that are to be used within the year. Encumbrances include undelivered orders (contracts under which goods or services have been ordered but not yet delivered and paid for). The accounting rationale for these reserves is that the inventory of supplies, notes receivable and encumbrances are not financial resources available for future spending by the City.

## Designated Fund Balance

Current accounting rules for municipal governments also recognize what are termed "designations" of fund balances. Sometimes governments wish to specifically segregate or " earmark " financial resources for specified purposes. Such " earmarking " is reflected in financial statements by means of " designations. " For example, a government may wish to " designate " resources to help meet obligations expected to arise in connection with claims and judgments.

Only the chief executive officer or the legislative body of a government may create a designation. Also from GFOA:

It is very important to distinguish between "reserves" (i.e., "reserved fund balance") and "designations." The former are an indication that financial resources are not available for appropriation, whereas the latter only indicate that management would prefer to use available financial resources for a specified purpose. Accordingly, although earmarked, designations remain an integral part of a government's spendable or appropriable resources (i.e., "unreserved fund balance").

# Statement of Estimated General Fund Balance

## The Power to Designate and the Effects of a Designation

Although the City Manager proposes the amounts to be designated for several items as noted above, only the City Council has the power to approve designations of fund balances. Only the City Council can make appropriations from the unreserved fund balance for expenditure. As provided for in a resolution initially adopted by City Council in 1997, and readopted by every Council since then, any appropriations from the undesigned fund balance beyond that proposed in the City Manager's proposed budget requires the affirmative vote of five members of the City Council.

The effect of a designation, therefore, is to remove certain funds from availability for future appropriation outside the purpose of the designation. Council can, by simple majority, approve the City Manager's estimate of a reduction in a designation.

From the fund accounting perspective described above, this undesigned General Fund balance is the equivalent of the checkbook balance of the City of Alexandria. The required reservations and designations made as policy choices by the City Council and generally recommended by the City Manager are analogous in the checkbook example to checks written and presented for payment but not yet cleared through the bank. It is entirely reasonable for the City Council and the City Manager to debate how much should be set aside in designations as described above. These decisions are the equivalent of making real spending decisions in the annual budget, even if cash is not immediately exchanged for goods or services.

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# Multi-Year Revenue and Expenditure Forecast Scenarios

# Forecast Scenarios

## Multi-Year Revenue and Expenditure Projections

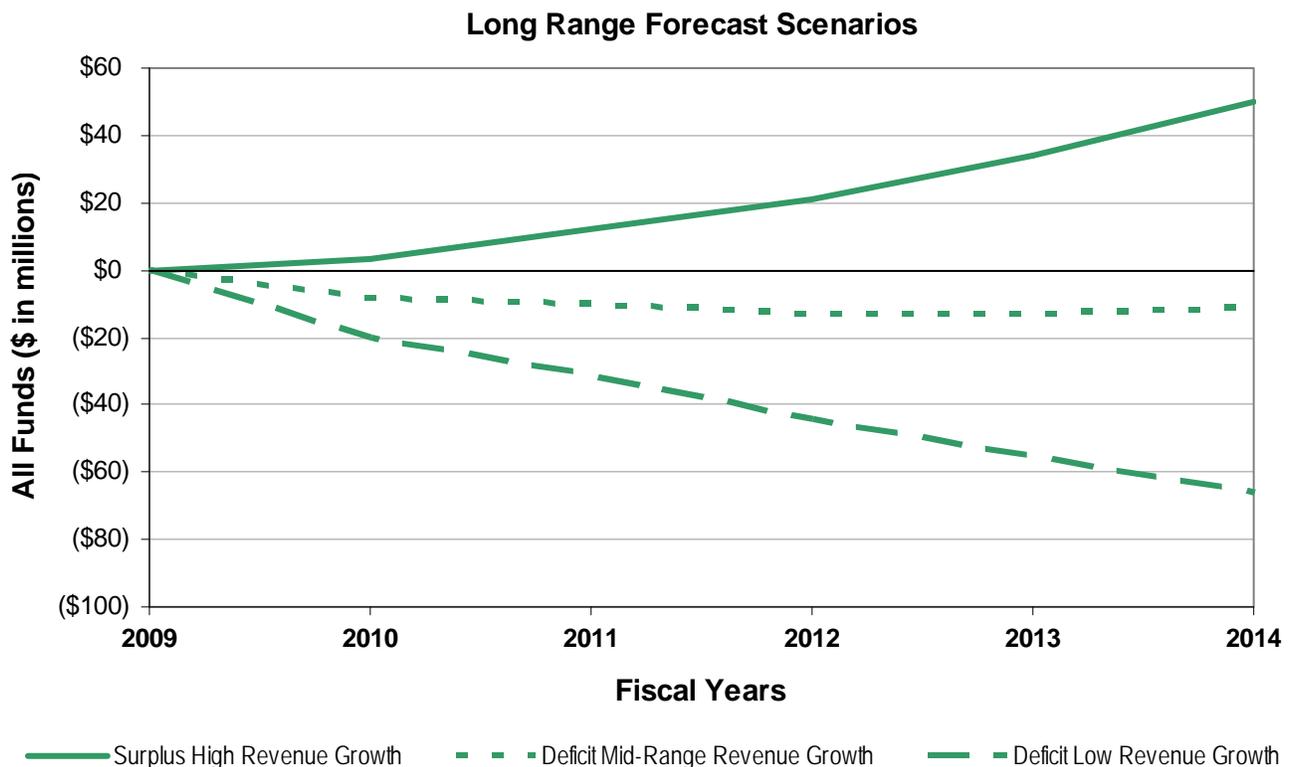
Multi-year revenue and expenditure projections have been developed as estimates of future City surpluses and shortfalls in order to examine how decisions made in the current budget could affect the City's future financial situation in a variety of potential revenue scenarios.

The tables on the following pages show the budget surpluses or shortfalls that would occur over the next six fiscal years as a result of low, medium and high revenue growth scenarios relative to projected expenditures.

The projected surplus or shortfall for the final year of the forecast, FY 2014, ranges from a \$66 million shortfall in the low growth scenario to a \$50 million surplus in the high growth scenario. This represents a 14% band in comparison to the total FY 2014 expenditure budget estimate. The mid range scenario shows a small shortfall in FY 2014. As a result, the conclusion one can reach is that the City's budget, based upon current services and policies and planned CIP funding, is generally in structural balance and its fiscal policies are sustainable and will remain sound. However, new programs and policies will require careful financial management and sound policy decision making. Also, alternatives to promote sustainable economic development will be critical to keeping the City's finances sound over the long term.

It should be noted that the City is required to adopt a balanced budget annually, and that none of the shortfalls projected for the out-years would actually occur. The shortfalls would be eliminated through expenditure reductions, revenue increases (through increased taxes or fees), or a combination of the two. The same is true for any future surplus, in which case taxes would be reduced, the surplus would be budgeted to fund increased services, or both.

The following chart illustrates the estimated surpluses or shortfalls in each of the scenarios.



# Forecast Scenarios

## Revenue Growth Scenarios

Three different scenarios of revenue growth have been developed for the period of FY 2009 through FY 2014 based on varying assumptions about the rate of increase for each of the revenue categories listed below. Each scenario is based on FY 2009 tax and fee rates. All projected increases are generated by economic growth or the impact of inflation on goods or services that are taxed.

Revenue Category	Low Growth	Medium Growth	High Growth
<b>Total Weighted Growth Rate</b>	<b>2.7%</b>	<b>4.2%</b>	<b>5.7%</b>
Real Estate Property*	4%	6%	8%
Personal Property	0%	1.5%	3%
Penalties & Interest	0%	1%	2%
Local Sales	4%	5%	6%
Utility	1%	2%	3%
Communications Sales & Use	2%	3%	4%
Business License	4%	6%	8%
Motor Vehicle License	0%	1%	2%
Recordation*	4%	6%	8%
Tobacco	-1%	0%	1%
Transient Lodging	4%	6%	8%
Restaurant Food	4%	6%	8%
Other Miscellaneous Taxes	1%	2%	3%
Licenses, Permits and Fees	4%	6%	8%
Fines and Forfeitures	0%	1%	2%
Use of Money and Property	0%	1%	2%
Charges for Services	3%	5%	7%
Intergovernmental	1%	2%	3%
Miscellaneous Non-Tax	0%	1%	2%

\* Estimated growth rates are for FY 2011 - 2014. The estimated growth rates for FY 2010 are 0%, 3%, and 6%.

## Expenditure Growth Scenarios

Estimated future expenditures remain constant in each of the three revenue scenarios and assume that City personnel expenditures will increase by about 4.0% annually, Schools personnel expenditures will increase by 4.5% annually, non-personnel expenditures will increase by 3.0% annually for both the City and Schools, and transit subsidy expenditures will increase by 10.0% annually. Cash capital and debt service to fund the Capital Improvements Program (CIP) reflect the amounts planned in the CIP funding summary for all years.

# Forecast Scenarios

## Low Growth Scenario

	FY 2009 Proposed	FY 2010 Forecast	FY 2011 Forecast	FY 2012 Forecast	FY 2013 Forecast	FY 2014 Forecast
<b>General Fund</b>						
General property tax revenue						
Real property tax	288,346,584	288,347,000	299,880,000	311,876,000	324,351,000	337,325,000
Personal property tax	34,950,000	34,950,000	34,950,000	34,950,000	34,950,000	34,950,000
Penalties and interest	1,770,000	1,770,000	1,770,000	1,770,000	1,770,000	1,770,000
<b>Total general property tax revenue</b>	<b>325,066,584</b>	<b>325,067,000</b>	<b>336,600,000</b>	<b>348,596,000</b>	<b>361,071,000</b>	<b>374,045,000</b>
Other Local Tax Revenue	117,880,000	121,422,000	125,325,000	129,377,000	133,582,000	137,948,000
Other Non-Tax Revenue	85,220,511	86,408,000	87,622,000	88,866,000	90,138,000	91,441,000
<b>Total General Fund Revenues</b>	<b>528,167,095</b>	<b>532,897,000</b>	<b>549,547,000</b>	<b>566,839,000</b>	<b>584,791,000</b>	<b>603,434,000</b>
<b>Other Financing Sources (Uses)</b>						
Appropriation from Fund Balance for Op. Budget	6,623,910	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000
<b>Total General Fund Revenue &amp; Other Sources</b>	<b>534,791,005</b>	<b>539,521,000</b>	<b>556,171,000</b>	<b>573,463,000</b>	<b>591,415,000</b>	<b>610,058,000</b>
<b>Special Revenues &amp; Other Funds</b>						
Appropriation from Schools Fund Balance	1,009,222	1,009,000	1,009,000	1,009,000	1,009,000	1,009,000
Other Special Revenue (donations/charges)	103,455,353	106,559,000	109,756,000	113,048,000	116,440,000	119,933,000
Sanitary Sewer Fund	7,632,575	7,862,000	8,097,000	8,340,000	8,591,000	8,848,000
Equipment Replacement Fund	6,097,326	6,280,000	6,469,000	6,663,000	6,863,000	7,068,000
<b>Total Special Revenue &amp; Other Funds</b>	<b>118,194,476</b>	<b>121,710,000</b>	<b>125,331,000</b>	<b>129,060,000</b>	<b>132,903,000</b>	<b>136,858,000</b>
<b>Total Revenues, All Funds</b>	<b>652,985,481</b>	<b>661,231,000</b>	<b>681,502,000</b>	<b>702,523,000</b>	<b>724,318,000</b>	<b>746,916,000</b>
<b>Expenditures &amp; Other Uses</b>						
City Personnel						
Salaries	177,999,320	180,847,000	187,416,000	194,223,000	201,277,000	208,587,000
Step Increase (includes effects on fringes)	3,584,632	3,642,000	3,774,000	3,911,000	4,053,000	4,200,000
MRA (includes effects on fringes)	0	4,614,000	4,782,000	4,955,000	5,135,000	5,321,000
Social Security (excludes Step and MRA)	12,727,053	12,931,000	13,400,000	13,887,000	14,391,000	14,914,000
Health Care	19,929,001	21,523,000	23,245,000	25,105,000	27,113,000	29,282,000
Retirement (excludes Step and MRA)	32,177,811	32,693,000	33,870,000	35,089,000	36,352,000	37,661,000
LT Disability & Life Ins. (excludes Step & MRA)	1,135,323	1,153,000	1,195,000	1,238,000	1,283,000	1,329,000
Other Fringe Benefits	683,188	704,000	725,000	747,000	769,000	792,000
<b>Total City Personnel</b>	<b>248,236,328</b>	<b>258,107,000</b>	<b>268,407,000</b>	<b>279,155,000</b>	<b>290,373,000</b>	<b>302,086,000</b>
City Non-personnel	150,835,344	156,176,000	161,759,000	167,599,000	173,712,000	180,118,000
Debt service	33,640,327	36,427,000	40,573,000	47,314,000	50,252,000	52,765,000
Cash capital	5,739,524	7,255,000	8,857,000	10,054,000	12,262,000	13,977,000
Schools Personnel	179,783,452	187,874,000	196,328,000	205,163,000	214,395,000	224,043,000
Schools Non-personnel	34,750,506	35,793,000	36,867,000	37,973,000	39,112,000	40,285,000
<b>Total Expenditures</b>	<b>652,985,481</b>	<b>681,632,000</b>	<b>712,791,000</b>	<b>747,258,000</b>	<b>780,106,000</b>	<b>813,274,000</b>
<b>Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses</b>	<b>-</b>	<b>(20,401,000)</b>	<b>(31,289,000)</b>	<b>(44,735,000)</b>	<b>(55,788,000)</b>	<b>(66,358,000)</b>

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

### PERFORMANCE AGAINST SELECTED DEBT POLICY GUIDELINES

Debt as a % of Real Property Assessed Value	0.92%	0.99%	1.05%	1.02%	0.98%	0.92%
Debt per capita as a % of per capita income	3.06%	3.17%	3.36%	3.24%	3.13%	2.93%
Debt Service as % of Total Expenditures	5.15%	5.34%	5.69%	6.33%	6.44%	6.49%

# Forecast Scenarios

## Medium Growth Scenario

	FY 2009 Proposed	FY 2010 Forecast	FY 2011 Forecast	FY 2012 Forecast	FY 2013 Forecast	FY 2014 Forecast
<b>General Fund</b>						
General property tax revenue						
Real property tax	288,346,584	296,997,000	314,817,000	333,706,000	353,728,000	374,952,000
Personal property tax	34,950,000	35,474,000	36,006,000	36,546,000	37,095,000	37,651,000
Penalties and interest	1,770,000	1,788,000	1,806,000	1,824,000	1,842,000	1,860,000
<b>Total general property tax revenue</b>	<b>325,066,584</b>	<b>334,259,000</b>	<b>352,629,000</b>	<b>372,076,000</b>	<b>392,665,000</b>	<b>414,463,000</b>
Other Local Tax Revenue	117,880,000	123,258,000	129,092,000	135,238,000	141,714,000	148,538,000
Other Non-Tax Revenue	85,220,511	87,461,000	89,780,000	92,182,000	94,670,000	97,248,000
<b>Total General Fund Revenues</b>	<b>528,167,095</b>	<b>544,978,000</b>	<b>571,501,000</b>	<b>599,496,000</b>	<b>629,049,000</b>	<b>660,249,000</b>
<b>Other Financing Sources (Uses)</b>						
Appropriation from Fund Balance for Op. Budget	6,623,910	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000
<b>Total General Fund Revenue &amp; Other Sources</b>	<b>534,791,005</b>	<b>551,602,000</b>	<b>578,125,000</b>	<b>606,120,000</b>	<b>635,673,000</b>	<b>666,873,000</b>
<b>Special Revenues &amp; Other Funds</b>						
Appropriation from Schools Fund Balance	1,009,222	1,009,000	1,009,000	1,009,000	1,009,000	1,009,000
Other Special Revenue (donations/charges)	103,455,353	106,444,000	109,523,000	112,694,000	115,960,000	119,323,000
Sanitary Sewer Fund	7,632,575	7,633,000	7,633,000	7,633,000	7,633,000	7,633,000
Equipment Replacement Fund	6,097,326	6,280,000	6,469,000	6,663,000	6,863,000	7,068,000
<b>Total Special Revenue &amp; Other Funds</b>	<b>118,194,476</b>	<b>121,366,000</b>	<b>124,634,000</b>	<b>127,999,000</b>	<b>131,465,000</b>	<b>135,033,000</b>
<b>Total Revenues, All Funds</b>	<b>652,985,481</b>	<b>672,968,000</b>	<b>702,759,000</b>	<b>734,119,000</b>	<b>767,138,000</b>	<b>801,906,000</b>
<b>Expenditures &amp; Other Uses</b>						
City Personnel						
Salaries	177,999,320	180,847,000	187,416,000	194,223,000	201,277,000	208,587,000
Step Increase (includes effects on fringes)	3,584,632	3,642,000	3,774,000	3,911,000	4,053,000	4,200,000
MRA (includes effects on fringes)	0	4,614,000	4,782,000	4,955,000	5,135,000	5,321,000
Social Security (excludes Step and MRA)	12,727,053	12,931,000	13,400,000	13,887,000	14,391,000	14,914,000
Health Care	19,929,001	21,523,000	23,245,000	25,105,000	27,113,000	29,282,000
Retirement (excludes Step and MRA)	32,177,811	32,693,000	33,870,000	35,089,000	36,352,000	37,661,000
LT Disability & Life Ins. (excludes Step & MRA)	1,135,323	1,153,000	1,195,000	1,238,000	1,283,000	1,329,000
Other Fringe Benefits	683,188	704,000	725,000	747,000	769,000	792,000
<b>Total City Personnel</b>	<b>248,236,328</b>	<b>258,107,000</b>	<b>268,407,000</b>	<b>279,155,000</b>	<b>290,373,000</b>	<b>302,086,000</b>
City Non-personnel	150,835,344	156,176,000	161,759,000	167,599,000	173,712,000	180,118,000
Debt service	33,640,327	36,427,000	40,573,000	47,314,000	50,252,000	52,765,000
Cash capital	5,739,524	7,255,000	8,857,000	10,054,000	12,262,000	13,977,000
Schools Personnel	179,783,452	187,874,000	196,328,000	205,163,000	214,395,000	224,043,000
Schools Non-personnel	34,750,506	35,793,000	36,867,000	37,973,000	39,112,000	40,285,000
<b>Total Expenditures</b>	<b>652,985,481</b>	<b>681,632,000</b>	<b>712,791,000</b>	<b>747,258,000</b>	<b>780,106,000</b>	<b>813,274,000</b>
<b>Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses</b>	<b>-</b>	<b>(8,664,000)</b>	<b>(10,032,000)</b>	<b>(13,139,000)</b>	<b>(12,968,000)</b>	<b>(11,368,000)</b>

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

### PERFORMANCE AGAINST SELECTED DEBT POLICY GUIDELINES

Debt as a % of Real Property Assessed Value	0.92%	0.99%	1.05%	1.02%	0.98%	0.92%
Debt per capita as a % of per capita income	3.06%	3.17%	3.36%	3.24%	3.13%	2.93%
Debt Service as % of Total Expenditures	5.15%	5.34%	5.69%	6.33%	6.44%	6.49%

# Forecast Scenarios

## High Growth Scenario

	FY 2009 Proposed	FY 2010 Forecast	FY 2011 Forecast	FY 2012 Forecast	FY 2013 Forecast	FY 2014 Forecast
<b>General Fund</b>						
General property tax revenue						
Real property tax	288,346,584	305,647,000	330,099,000	356,507,000	385,028,000	415,830,000
Personal property tax	34,950,000	35,999,000	37,078,000	38,191,000	39,337,000	40,517,000
Penalties and interest	1,770,000	1,805,000	1,842,000	1,878,000	1,916,000	1,954,000
<b>Total general property tax revenue</b>	<b>325,066,584</b>	<b>343,451,000</b>	<b>369,019,000</b>	<b>396,576,000</b>	<b>426,281,000</b>	<b>458,301,000</b>
Other Local Tax Revenue	117,880,000	125,093,000	132,921,000	141,293,000	150,251,000	159,838,000
Other Non-Tax Revenue	85,220,511	88,513,000	91,966,000	95,588,000	99,390,000	103,381,000
<b>Total General Fund Revenues</b>	<b>528,167,095</b>	<b>557,057,000</b>	<b>593,906,000</b>	<b>633,457,000</b>	<b>675,922,000</b>	<b>721,520,000</b>
<b>Other Financing Sources (Uses)</b>						
Appropriation from Fund Balance for Op. Budget	6,623,910	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000
<b>Total General Fund Revenue &amp; Other Sources</b>	<b>534,791,005</b>	<b>563,681,000</b>	<b>600,530,000</b>	<b>640,081,000</b>	<b>682,546,000</b>	<b>728,144,000</b>
<b>Special Revenues &amp; Other Funds</b>						
Appropriation from Schools Fund Balance	1,009,222	1,009,000	1,009,000	1,009,000	1,009,000	1,009,000
Other Special Revenue (donations/charges)	103,455,353	106,444,000	109,523,000	112,694,000	115,960,000	119,323,000
Sanitary Sewer Fund	7,632,575	7,633,000	7,633,000	7,633,000	7,633,000	7,633,000
Equipment Replacement Fund	6,097,326	6,280,000	6,469,000	6,663,000	6,863,000	7,068,000
<b>Total Special Revenue &amp; Other Funds</b>	<b>118,194,476</b>	<b>121,366,000</b>	<b>124,634,000</b>	<b>127,999,000</b>	<b>131,465,000</b>	<b>135,033,000</b>
<b>Total Revenues, All Funds</b>	<b>652,985,481</b>	<b>685,047,000</b>	<b>725,164,000</b>	<b>768,080,000</b>	<b>814,011,000</b>	<b>863,177,000</b>
<b>Expenditures &amp; Other Uses</b>						
City Personnel						
Salaries	177,999,320	180,847,000	187,416,000	194,223,000	201,277,000	208,587,000
Step Increase (includes effects on fringes)	3,584,632	3,642,000	3,774,000	3,911,000	4,053,000	4,200,000
MRA (includes effects on fringes)	0	4,614,000	4,782,000	4,955,000	5,135,000	5,321,000
Social Security (excludes Step and MRA)	12,727,053	12,931,000	13,400,000	13,887,000	14,391,000	14,914,000
Health Care	19,929,001	21,523,000	23,245,000	25,105,000	27,113,000	29,282,000
Retirement (excludes Step and MRA)	32,177,811	32,693,000	33,870,000	35,089,000	36,352,000	37,661,000
LT Disability & Life Ins. (excludes Step & MRA)	1,135,323	1,153,000	1,195,000	1,238,000	1,283,000	1,329,000
Other Fringe Benefits	683,188	704,000	725,000	747,000	769,000	792,000
<b>Total City Personnel</b>	<b>248,236,328</b>	<b>258,107,000</b>	<b>268,407,000</b>	<b>279,155,000</b>	<b>290,373,000</b>	<b>302,086,000</b>
City Non-personnel	150,835,344	156,176,000	161,759,000	167,599,000	173,712,000	180,118,000
Debt service	33,640,327	36,427,000	40,573,000	47,314,000	50,252,000	52,765,000
Cash capital	5,739,524	7,255,000	8,857,000	10,054,000	12,262,000	13,977,000
Schools Personnel	179,783,452	187,874,000	196,328,000	205,163,000	214,395,000	224,043,000
Schools Non-personnel	34,750,506	35,793,000	36,867,000	37,973,000	39,112,000	40,285,000
<b>Total Expenditures</b>	<b>652,985,481</b>	<b>681,632,000</b>	<b>712,791,000</b>	<b>747,258,000</b>	<b>780,106,000</b>	<b>813,274,000</b>
<b>Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses</b>	<b>-</b>	<b>3,415,000</b>	<b>12,373,000</b>	<b>20,822,000</b>	<b>33,905,000</b>	<b>49,903,000</b>

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

### PERFORMANCE AGAINST SELECTED DEBT POLICY GUIDELINES

Debt as a % of Real Property Assessed Value	0.92%	0.99%	1.05%	1.02%	0.98%	0.92%
Debt per capita as a % of per capita income	3.06%	3.17%	3.36%	3.24%	3.13%	2.93%
Debt Service as % of Total Expenditures	5.15%	5.34%	5.69%	6.33%	6.44%	6.49%

# Legislative and Executive

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City Council.....	11-2
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# City Council

**Mission Statement:** To provide strategic and policy direction so that the Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

## FY 2009 Budget Summary Table and Highlights

<b>Summary Table</b>			
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$531,865	\$528,317	\$522,097
Less Revenues	\$0	\$0	\$0
Net Gen. Fund Expenditures	\$531,865	\$528,317	\$522,097
FTE's	14.0	14.0	14.0

**Highlights**

- In FY 2009, the General Fund budget for the City Council is decreasing by \$6,220 or 1.2%
- Salaries increase by \$1,646 due to regular step increases.
- Benefits decrease by \$5,108 due to reduced participation in the City's health insurance program.

- Non-personnel costs decrease by \$3,863 due to reduced Department costs for the City's Computer Replacement Program. The number of computers for the Department has not changed; the formula used to attribute the costs of this program to City Departments has been adjusted.

City Council Programs and Activities	
<p><b>City Council</b> City Council Operation</p>	

Dept Info
<p><b>Department Contact Info</b> 703.838.4550 <a href="http://www.alexandriava.gov/council">www.alexandriava.gov/council</a></p> <p><b>City Council Members</b> William Euille, Mayor Redella Pepper, Vice Mayor Ludwig Gaines, Councilman Rob Krupicka, Councilman Timothy Lovain, Councilmember Paul Smedberg, Councilman Justin Wilson, Councilman</p>

# City Council

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$426,575	\$442,149	\$439,792	-0.5%
Non-Personnel	105,290	86,168	82,305	-4.5%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$531,865</b>	<b>\$528,317</b>	<b>\$522,097</b>	<b>-1.2%</b>
<b>Funding Sources</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$531,865</b>	<b>\$528,317</b>	<b>\$522,097</b>	<b>-1.2%</b>
<b>Total Department FTE's</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2007-2008
City Council	\$531,865	\$528,317	\$522,097	-1.2%

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
City Council*	14.0	14.0	14.0	0.0%

\* The 14 positions reflected in these totals include City Council Administrative Aides. These positions are classified as permanent part-time positions.

# City Manager

**Mission Statement:** The mission of the City Manager's Office is to perform executive duties of the city government, which includes: advising Council on matters pertaining to policy matters and proper administration, submitting an annual budget, preparing Comprehensive Annual Finance Reports (CAFRs) and providing monthly financial and activity reports.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$1,978,416	\$1,916,579	\$1,832,585
Less Revenues	\$775	\$0	\$0
Net Gen. Fund Expenditures	\$1,977,639	\$1,916,579	\$1,832,585
Authorized Positions (FTE's)	16.0	12.0	11.0

- FY 2009 personnel costs decreased by \$86,941 (4.9%) due to the elimination of the vacant Business Facilitator position and the reassignment of its duties.

- Total non-personnel costs increased by \$2,947 (2.0%) due to increase computer replacement costs.

### Highlights

- In FY 2009, the proposed General Fund budget decreased by \$83,994 (4.4%).

- The FY 2009 budget includes organizational changes made in FY 2008, including the transfer of the Public Information activity to the new Office of Communications; the conversion of one vacant Organizational Development Coordinator position to an Assistant City Manager.

## City Manager Programs and Activities

### City Council Support

City Council Support

### Organizational Management

Organizational Management

### Economic & Community Development

Economic & Community Development

### Communications

Ombudsmanship

### Intergovernmental Relations

Grants Coordination, Administration & Compliance  
Legislative Coordination  
Regional Coordination

## Dept Info

### Department Contact Info

703.838.4300  
[www.alexandriava.gov/manager](http://www.alexandriava.gov/manager)

### Department Head

James K. Hartmann, City Manager  
703.838.4300

### Department Staff

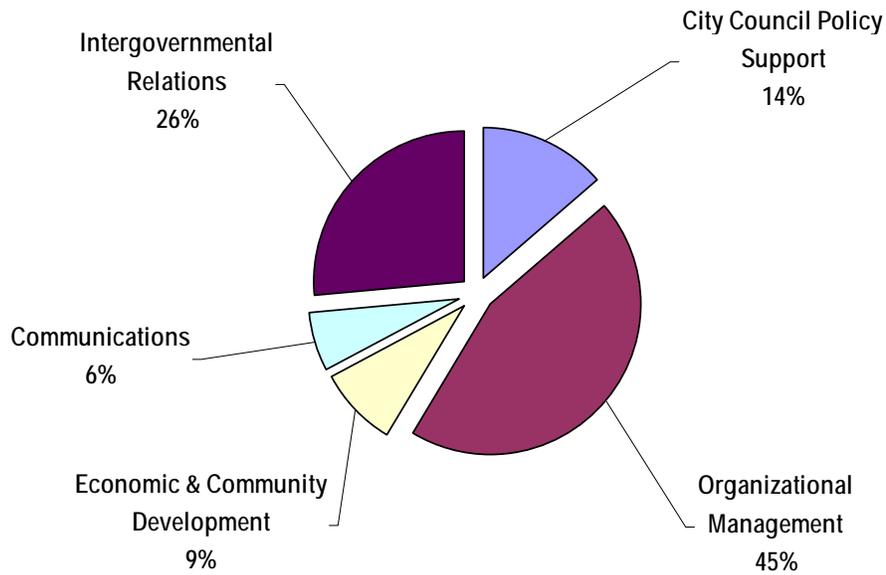
Michele Evans, Deputy City Manager  
Mark Jinks, Deputy City Manager

# City Manager

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of community rating overall quality of life as very good or good	97.3%	TBD	TBD
% of community rating services in relationship to taxes paid as very good or good	84.8%	TBD	TBD
% of community responding the City meets their service expectations always or most of the time	79.3%	TBD	TBD
% change in # of jobs in Alexandria	6.1%	TBD	TBD
% change in retail sales	6.1%	TBD	TBD

## FY 2009 Proposed Expenditures by Program



# City Manager

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$1,854,465	\$1,766,988	\$1,680,047	-4.9%
Non-Personnel	\$123,949	\$149,591	\$152,538	2.0%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$1,978,414</b>	<b>\$1,916,579</b>	<b>\$1,832,585</b>	<b>-4.4%</b>
<b>Less Revenues</b>				
Internal Services	\$775	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$775</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$1,977,639</b>	<b>\$1,916,579</b>	<b>\$1,832,585</b>	<b>-4.4%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
City Council Policy Support	\$233,079	\$259,816	\$248,430	-4.4%
Organizational Management	619,903	862,563	824,761	-4.4%
Economic & Community Development	271,733	163,369	156,209	-4.4%
Communications	410,285	124,123	118,683	-4.4%
Intergovernmental Relations	443,416	506,708	484,502	-4.4%
<b>Total Expenditures</b>	<b>\$1,978,416</b>	<b>\$1,916,579</b>	<b>\$1,832,585</b>	<b>-4.4%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved*	FY 2009 Proposed**	% Change 2008-2009
City Council Policy Support	1.5	1.4	1.4	0.0%
Organizational Management	5.7	4.4	4.4	0.0%
Economic & Community Development	2.0	1.8	0.8	-55.6%
Communications	3.1	0.6	0.6	0.0%
Intergovernmental Relations	3.7	3.8	3.8	0.0%
<b>Total FTE's</b>	<b>16.0</b>	<b>12.0</b>	<b>11.0</b>	<b>-8.3%</b>

\* Reflects the elimination of one vacant Assistant City Manager position, the transfer of three Public Information Office positions to the new Office of Communications, and the elimination of one Business Facilitator with its duties reassigned.

\*\* For FY 2009, the vacant Business Facilitator position has been eliminated and the duties reassigned.

# City Manager

## City Council Policy Support Program

The goal of City Council Policy Support is to introduce Council to, and assist with, policy issues by developing agendas for Council meetings, reviewing and approving docket items, and producing memos and managing work sessions during budget season.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$233,079	\$243,174	\$248,430
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$233,079	\$243,174	\$248,430
Program Outcomes			
% of community rating overall quality of life as very good or good	97.3%	TBD	TBD
% of community rating services in relationship to taxes paid as very good or good	84.9%	TBD	TBD

### Activity Data

CITY COUNCIL POLICY SUPPORT - The goal of City Council Policy Support is to introduce Council to, and assist with, policy issues by developing agendas, reviewing and approving docket items, and producing memos and managing work sessions during budget season.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$233,079	\$243,174	\$248,430
FTE's	1.5	1.4	1.4

# City Manager

## Organizational Management Program

The goal of Organizational Management is to provide leadership for departments through budget development and execution, human resource management and organizational development.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$619,903	\$807,312	\$824,761
Less Revenues	\$775	\$0	\$0
Net General Fund Expenditures	\$619,128	\$807,312	\$824,761
Program Outcomes			
% of community responding the City meets their service expectations always or most of the time	79.3%	TBD	TBD
% of community rating overall quality of life as very good or good	97.3%	TBD	TBD
% of community rating services in relationship to taxes paid as very good or good	84.9%	TBD	TBD

### Activity Data

ORGANIZATIONAL MANAGEMENT – The goal of Organizational Management is to provide leadership for departments through budget development and execution, human resource management and organizational development.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$619,903	\$807,312	\$824,761
FTE's	5.7	4.4	4.4
# of City FTEs managed	2,649.1	2,656.3	2,648.4
\$ value of City budget managed (in millions)	\$615.6	\$629.9	\$653.0
# of organizational development projects completed	2	3	2
% of City effectiveness measure targets met	NA	TBD	TBD

# City Manager

## Economic & Community Development Program

The goal of Economic and Community Development is to work with committees, neighborhoods and community and business leaders to facilitate and manage appropriate economic and development growth and provide economic sustainability through the appropriate growth of the local economy.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$271,733	\$152,904	\$156,209
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$271,733	\$152,904	\$156,209
Program Outcomes			
% change in # of jobs in Alexandria	6.1%	TBD	TBD
% change in retail sales	6.1%	TBD	TBD

### Activity Data

ECONOMIC & COMMUNITY DEVELOPMENT – The goal of Economic and Community Development is to work with committees, neighborhoods and community and business leaders to facilitate and manage appropriate economic development and provide economic sustainability through the appropriate growth of the local economy.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$271,733	\$152,904	\$156,209
FTE's	2.0	0.8	0.8
# of business associations in the City	8	9	9
# of Economic Sustainability recommendations implemented	NA	TBD	TBD
\$ amount of City General Fund support to economic development organizations	\$2,625,472	\$2,855,144	\$3,272,182

# City Manager

## Communications Program

The goal of Communications is to authenticate, prepare and disseminate accurate information to the media and public in order to inform the community and maintain a positive image of the City.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$410,285	\$116,172	\$118,683
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$410,285	\$116,172	\$118,683
Program Outcomes			
% of community rating overall quality of life as very good or good	97.3%	TBD	TBD

### Activity Data

OMBUDSMANSHIP – The goal of Ombudsmanship is to coordinate committees, task forces and other community-oriented organizations to address special issues, respond to citizen inquiries and engage stakeholders in public policy development.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$114,594	\$116,172	\$118,683
FTE's	0.7	0.6	0.6
# of organizations assisted	NA	TBD	TBD
Cost per organization assisted	NA	TBD	TBD

PUBLIC INFORMATION – The goal of Public Information is to develop effective media relations, provide official responses, and publish information that accurately informs citizens and the press.*			
Expenditures	\$295,691	\$0	\$0
FTE's	2.4	0.0	0.0
# of website hits	NA	NA	NA
# of new releases produced	329	NA	NA
% of community visiting the City website	54.4%	NA	NA
% of community reading FYI Alexandria	50.0%	NA	NA
Overall average positive website rating	79.7%	NA	NA

\* The Public Information activity was transferred out of the City Manager's Office in FY 2008 and merged with the E-gov activity from ITS to create a new Office of Communications.

# City Manager

## Intergovernmental Relations Program

The goal of Intergovernmental Relations is to work with state and federal partners, on behalf of the City, to ensure the City is connected to and represented by other levels of government.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$443,416	\$474,252	\$484,502
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$443,416	\$474,252	\$484,502
Program Outcomes			
\$ value of grant awards received (in millions)	\$45.5	\$42.5	\$40.5
# of legislative positions adopted	NA	TBD	TBD

### Activity Data

GRANTS COORDINATION, ADMINISTRATION & COMPLIANCE - The goal of Grants Coordination, Administration and Compliance is to locate and assist city agencies in acquiring alternative funding sources, provide technical assistance for grants management, improve grant acquisition and management procedure citywide, and ensure fiscal accountability and compliance with funding conditions.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$134,593	\$157,597	\$161,003
FTE's	1.3	1.3	1.3
# of grant applications submitted	87	88	79
# of grant awards received	82	81	70
\$ value of grant awards received (in millions)	\$45.5	\$42.5	\$40.5

LEGISLATIVE COORDINATION (STATE & FEDERAL) - The goal of Legislative Coordination is to prepare the City's annual legislative package for consideration by the City Council and to monitor legislative items before the General Assembly and Congress, and advocate for issues on behalf of the			
Expenditures	\$286,722	\$299,564	\$306,039
FTE's	2.2	2.3	2.3
# of legislative positions adopted	NA	TBD	TBD

REGIONAL COORDINATION - The goal of Regional Coordination is to coordinate Alexandria city government activities with the regional bodies and to provide a point of contact for communications.			
Expenditures	\$22,101	\$17,091	\$17,460
FTE's	0.2	0.2	0.2
# of regional organizations and initiatives staffed	NA	TBD	TBD

# City Attorney

**Mission Statement:** The mission of the City Attorney's Office is to protect the legal interests of the City as a municipal corporation, and of its officers and entities, and to ensure that the City's programs and activities are executed in compliance with applicable laws and regulations.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$4,652,621	\$3,257,747	\$3,336,905
Less Revenues	\$0	\$0	\$0
Net Gen. Fund Expenditures	\$4,652,621	\$3,257,747	\$3,336,905
Authorized Positions (FTE's)	15.0	15.0	15.0

### Highlights

- In FY 2009 the approved General Fund budget increased by \$79,158 (2.4%).
- FY 2009 personnel costs increased by \$78,711, or 4.3%; the increase was due to a employee merit adjustments and increased retirement costs.

- FY 2009 non-personnel costs increased by \$447, or less than one percent, due to a slight increase in rent.
- FY 2007 actual outside legal costs totaled \$2,774,415, due to the City's litigation efforts related to the Mirant Power Plant (\$1,185,000), two real estate tax assessment lawsuits (\$1,027,262) brought by LCOR for properties occupied by the U.S. Patent and Trademark Office complex located on Eisenhower Avenue, and other miscellaneous outside legal costs (\$562,153).
- Outside legal costs for FY 2009 are budgeted at the same level as 2008 (\$1,300,000). Additional outside legal costs that may occur during FY 2009, if any, will be funded in the context of a supplemental appropriations ordinance.

## City Attorney Programs and Activities

**Office of the City Attorney**  
 Legal Counsel  
 Enforcement & Compliance  
 Legislative Services  
 CPS/Foster Care Services  
 General Litigation  
 Special Projects

**Risk Management**  
 Torts Claim Management  
 Workplace & General  
 Safety Management  
 Liability/Property Insurance  
 Management  
 Workers Comp Claims  
 Management

## Dept Info

**Department Contact Info**  
 703.838.4433  
<http://alexandriava.gov/cityattorney/>

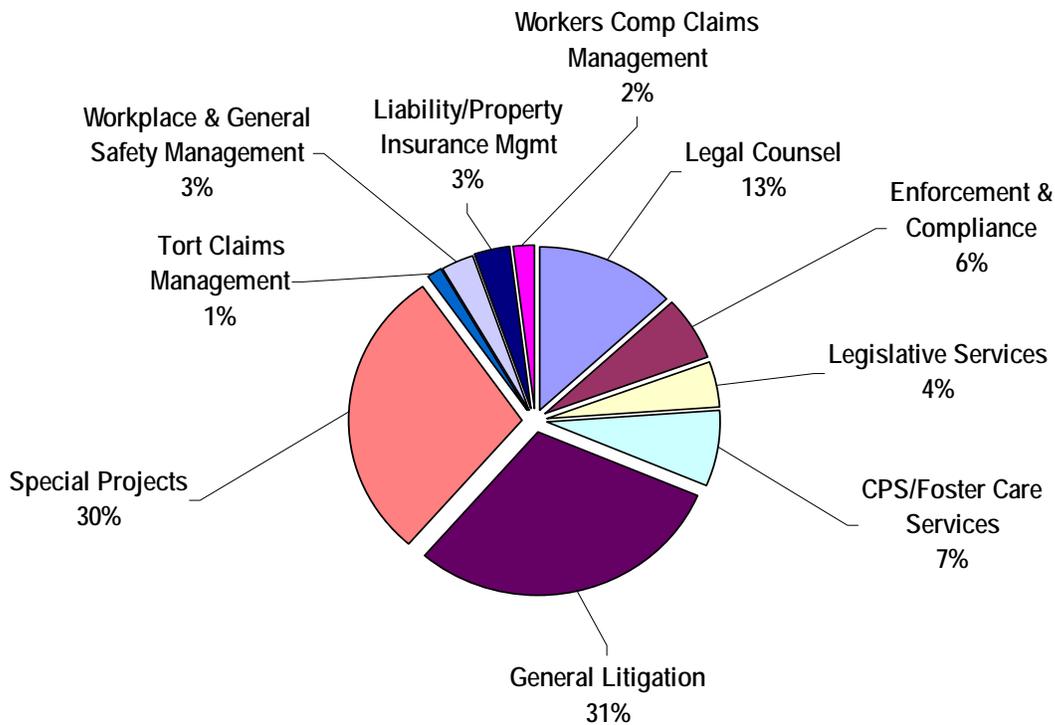
**Department Head**  
 Ignacio Pessoa, City Attorney  
 703.838.4433  
[ignacio.pessoa@alexandriava.gov](mailto:ignacio.pessoa@alexandriava.gov)

# City Attorney

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of formal and informal legal opinions issued and advice rendered	NA	280	280
Attorney hours expended per request for legal counsel	NA	75	75
% of enforcement & compliance cases satisfactorily resolved within 12 months	NA	95.0%	95.0%
Attorney hours expended per request for drafted or reviewed legislation	NA	75	75
Cost per request for workplace/general safety management consultation	NA	\$1,601	\$1,601
% of liability exposure reduced through insurance/reinsurance	NA	50.0%	50.0%

### FY 2009 Proposed Expenditures by Activity



# City Attorney

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$1,728,134	\$1,812,453	\$1,891,164	4.3%
Non-Personnel*	2,924,487	1,445,294	1,445,741	0.0%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$4,652,621</u></b>	<b><u>\$3,257,747</u></b>	<b><u>\$3,336,905</u></b>	<b>2.4%</b>
<b>Less Revenues</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$4,652,621</u></b>	<b><u>\$3,257,747</u></b>	<b><u>\$3,336,905</u></b>	<b>2.4%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Office of the City Attorney	\$4,204,719	\$2,944,128	\$2,992,020	1.6%
Risk Management	447,902	313,619	344,885	10.0%
<b>Total Expenditures</b>	<b><u>\$4,652,621</u></b>	<b><u>\$3,257,747</u></b>	<b><u>\$3,336,905</u></b>	<b>2.4%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Office of the City Attorney	12.0	12.0	12.0	0.0%
Risk Management	3.0	3.0	3.0	0.0%
<b>Total full time employees</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0%</b>

# City Attorney

## Office of the City Attorney

The goal of the Office of the City Attorney is to provide timely and effective legal counsel to the City Council, the City Manager, and all departments, agencies, boards and commissions of the City; to represent the City and its officers and employees in general civil litigation; to prosecute successfully civil violations of City ordinances, nuisance abatement actions, and delinquent tax collection cases; and to represent effectively the governmental interest in civil proceedings arising from child abuse and neglect incidents and foster care placements.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	90.4%	90.4%	89.7%
Total Expenditures	\$4,204,719	\$2,944,128	\$2,992,020
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$4,204,719	\$2,944,128	\$2,992,020
<b>Program Outcomes</b>			
No performance measure at this time	N/A	N/A	N/A

### Activity Data

<b>LEGAL COUNSEL – The goal of Legal Counsel is to provide advice and legal counsel to City officers and employees.</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Approved</b>	<b>FY 2009 Proposed</b>
Expenditures	\$608,105	\$425,793	\$428,787
FTE's	2.8	2.8	2.8
# of formal and informal opinions issued and advice rendered	NA	280	280
Attorney hours expended per request	NA	75	75
% of requests responded to within required time frame	NA	90%	90%
<b>ENFORCEMENT &amp; COMPLIANCE – The goal of Enforcement and Compliance is to enforce compliance with City ordinances, regulations and revenue collections.</b>			
Expenditures	\$300,727	\$210,568	\$214,756
FTE's	1.9	1.9	1.9
# of enforcement cases handled administratively or through litigation	NA	250	250
Attorney hours expended per request	NA	80	80
% of cases satisfactorily resolved within 12 months	NA	95%	95%
<b>LEGISLATIVE SERVICES – The goal of Legislative Services is to draft legislation for consideration by City Council, and review proposed state and federal legislation and regulations.</b>			
Expenditures	\$207,907	\$145,576	\$146,639
FTE's	0.9	0.9	0.9
# legislation drafted/reviewed	NA	60	60
Attorney hours expended per request	NA	25	25
% of requests responded to within required time frame	NA	100%	100%
<b>CPS/FOSTER CARE SERVICES – The goal of CPS/Foster Care Services is to seek and enforce civil protections against child abuse and neglect, and initiate foster care placements.</b>			
Expenditures	\$345,602	\$241,989	\$248,794
FTE's	2.0	2.0	2.0
# of CPS/foster care cases handled	NA	181	181
Attorney hours expended per request	NA	50	50
% of cases satisfactorily resolved within required statutory period	NA	100%	100%

# City Attorney

## Office of the City Attorney, continued

### Activity Data

GENERAL LITIGATION – The goal of Litigation is to defend civil actions brought against the City, its officers and employees.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed <sup>1</sup>
Expenditures	\$1,389,845	\$973,164	\$1,013,723
FTE's	2.9	2.9	2.9
# of cases defended	NA	50	TBD
Attorney hours expended per case	NA	40	TBD
% of cases satisfactorily resolved within 12 months	NA	90%	TBD

SPECIAL PROJECTS – The goal of Special Projects is to provide specialized legal and related services in connection with specific City initiatives and undertakings.			
Expenditures	\$1,352,533	\$947,038	\$939,321
FTE's	1.6	1.6	1.6
# of projects handled	NA	50	TBD
Attorney hours expended per project	NA	30	TBD
% of projects satisfactorily resolved within required time frame	NA	100%	TBD

<sup>1</sup> Increased costs are attributable to the transfer of professional services and office supplies from other areas of the City Attorney's budget to be properly reflected in the General Litigation activity.

## Risk Management

The goal of Risk Management is to review safety, handle claims, manage cases, manage the City's insurance policies, and provide loss control for the City and the public in order to preserve City assets.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	9.6%	9.6%	10.3%
Total Expenditures	\$447,902	\$313,619	\$344,885
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$447,902	\$313,619	\$344,885
Program Outcomes			
% reduction in number in annual claim expenses	NA	3.0%	3.0%

### Activity Data

TORT CLAIMS MANAGEMENT – The goal of Tort Claims Management is to provide courteous, expeditious and fair handling of routine claims by residents and others against the City.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$64,839	\$45,400	\$44,759
FTE's	0.4	0.4	0.4
# of claims handled	NA	140	140
Administrative cost per claim	NA	\$324	\$324
% of claims settled within 6 months	NA	90%	90%

# City Attorney

## Risk Management, continued

### Activity Data

WORKPLACE & GENERAL SAFETY MANAGEMENT – The goal of Workplace and General Safety Management is to assist City operating departments in maintaining a safe, and OSHA and CDL compliant, work environment, and in identifying and reducing liability exposure from City operations and properties.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$169,024	\$118,350	\$123,233
FTE's	0.9	0.9	0.9
# of safety consultations	NA	60	60
Cost per request	NA	\$1,973	\$1,973
% of requests resolved within 7 work days	NA	80%	80%
LIABILITY/PROPERTY INSURANCE MANAGEMENT – The goal of Liability/Property Insurance Management is to efficiently procure and administer the City's casualty insurance and liability reinsurance policies and programs.			
Expenditures	\$155,225	\$108,688	\$111,076
FTE's	1.1	1.1	1.1
# of policies obtained	NA	15	15
Administrative cost per policy	NA	\$7,246	\$7,246
% of exposure reduced through insurance/reinsurance	NA	50%	50%
WORKERS COMP CLAIMS MANAGEMENT – The goal of Workers Comp Claims Management is to efficiently administer the City's Workers Compensation program.			
Expenditures	\$90,673	\$63,489	\$65,817
FTE's	0.8	0.8	0.8
# of claims handled	NA	250	250
Administrative cost per claim	NA	\$254	\$254
% of claims closed within 12 months	NA	80%	80%

# City Clerk

**Mission Statement:** The mission of the City Clerk and Clerk of Council is to accurately record the proceedings of all Council meetings, preserve the legislative history, and prepare and assemble the Council docket material prepared by the City Manager's Office and other City departments.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$371,186	\$398,316	\$414,033
Less Revenues	\$0	\$0	\$0
Net Gen. Fund Expenditures	\$371,186	\$398,316	\$414,033
FTE's	4.0	4.0	4.0

- Total non-personnel costs decreased \$2,250 or 8.4% due to a decrease in the Department's share of the City Computer Replacement Program.

### Highlights

- In FY 2009 the approved General Fund budget increased by \$15,717 (3.9%).
- FY 2009 personnel costs increased by \$17,967 or 4.8%; the increase was due to salary increases and increased health care and retirement costs.

## City Clerk Programs and Activities

### City Clerk and Clerk of Council

Docket Preparation and Distribution  
Meeting Support and Documentation  
Council Support

## Dept Info

### Department Contact Info

703.838.4550  
[www.alexandriava.gov/city/cityclerk.cityclerk.html](http://www.alexandriava.gov/city/cityclerk.cityclerk.html)

### Department Head

Jackie Henderson, City Clerk  
703.838.4550  
[jackie.henderson@alexandriava.gov](mailto:jackie.henderson@alexandriava.gov)

### Department Staff

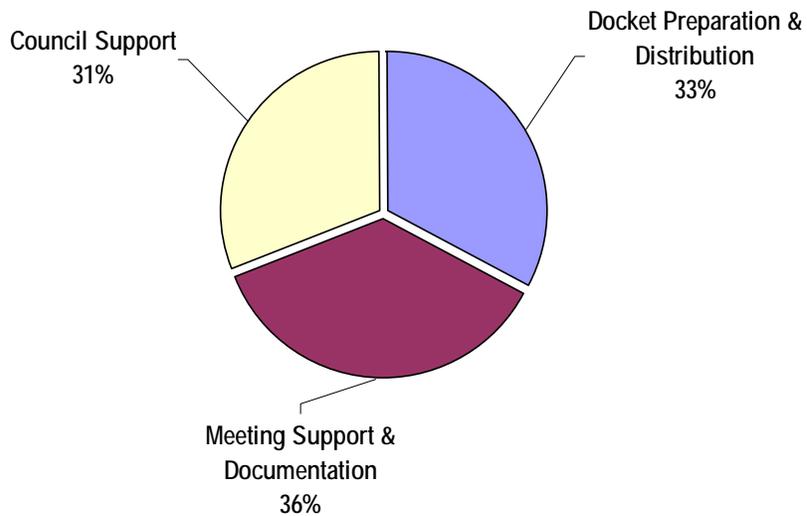
Gloria Sitton, Deputy City Clerk

# City Clerk

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of docket items processed	662	650	650
Cost per docket item processed	\$184	\$201	\$209
Cost per Council meeting supported	\$4,041	\$4,770	\$4,997
% of meeting minutes completed within 2 weeks of Council meeting	100%	100%	100%

## FY 2009 Proposed Expenditures by Activity



# City Clerk

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$349,605	\$371,562	\$389,529	4.8%
Non-Personnel	21,581	26,754	24,504	-8.4%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$371,186</b>	<b>\$398,316</b>	<b>\$414,033</b>	<b>3.9%</b>
<b>Funding Sources</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$371,186</b>	<b>\$398,316</b>	<b>\$414,033</b>	<b>3.9%</b>
<b>Total Department FTE's</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
City Clerk & Clerk of Council	\$371,186	\$398,316	\$414,033	3.9%

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
City Clerk & Clerk of Council	4.0	4.0	4.0	0.0%

# City Clerk

## City Clerk & Clerk of Council Program

The goal of City Clerk and Clerk of Council is to maintain the official record of the activities of City Council and to preserve and distribute this information in a timely and accurate manner.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	100%	100%	100%
Total Expenditures	\$371,186	\$398,316	\$414,033
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$371,186	\$398,316	\$414,033
<b>Program Outcomes</b>			
% of meeting minutes completed within two weeks of Council meeting	100%	100%	100%

### Activity Data

<b>DOCKET PREPARATION &amp; DISTRIBUTION</b> – The goal of Docket Preparation is to prepare and distribute items for Council consideration to members of Council and the public, and to notify the public of items scheduled before Council in accordance with state and local laws.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$121,726	\$130,623	\$135,667
FTE's	1.3	1.3	1.3
# of docket items processed	662	650	650
Cost per docket item processed	\$184	\$201	\$209
% of docket items sent to Council four or more days in advance of meeting	100%	100%	100%

<b>MEETING SUPPORT &amp; DOCUMENTATION</b> – The goal of Meeting Support and Documentation is to maintain a permanent record of official City Council actions in a prompt and accurate manner.			
Expenditures	\$133,352	\$143,099	\$149,903
FTE's	1.1	1.1	1.1
# of meetings supported	33	30	30
Cost per meeting supported	\$4,041	\$4,770	\$4,997
% of meeting minutes completed within two weeks of Council meeting	100%	100%	100%

<b>COUNCIL SUPPORT</b> – The goal of Council Support is to provide reception, records research, general office support and budget administration services in order to support Council's effective operation.			
Expenditures	\$116,108	\$124,594	\$128,463
FTE's	1.6	1.6	1.6
# of hours of administrative support provided	N/A	N/A	3,328
# of record research requests filled	75	75	80
Cost per hour of administrative support	N/A	N/A	\$39
% of record research requests filled within one day	98%	100%	100%

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# Courts and Constitutional Officers

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# 18<sup>th</sup> Circuit Court

**Mission Statement:** The mission of the Circuit Court is to conduct proceedings for all criminal and civil cases before the 18th Circuit Court in accordance with the Code of Virginia.

## FY 2009 Budget Summary Table and Highlights

Summary Table				Highlights
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	
Total Expenditures	\$1,252,296	\$1,313,294	\$1,361,293	<ul style="list-style-type: none"> <li>• In FY 2009 the proposed General Fund budget increased by \$47,999 (3.7%).</li> <li>• FY 2009 personnel costs increased by 5.7%; the increase was due to employee merit adjustments and increased retirement costs.</li> <li>• Total non-personnel costs decreased by \$19,501, 15.6%, due to expenditure reductions, including controlled data processing equipment (\$10,000), Jury fees (\$2,000), office supplies (\$2,000), education and training (\$2,000), and other miscellaneous non-personnel expenditures (\$3,501). These funds were transferred to the Law Library starting in FY 2009.</li> </ul>
Less Revenues	\$0	\$0	\$0	
Net Gen. Fund Expenditures	\$1,252,296	\$1,313,294	\$1,361,293	
FTE's	13.0	13.0	13.0	

### 18<sup>th</sup> Circuit Court Programs and Activities

**Justice Program**  
 Civil Cases  
 Criminal Cases  
 AJIS Support  
 Jury Services

### Dept Info

**Department Contact Info**  
 703.838.4123  
<http://alexandriava.gov/circuitcourt/>

**Department Head**  
 Donald M. Haddock, Chief Judge  
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**Department Staff**  
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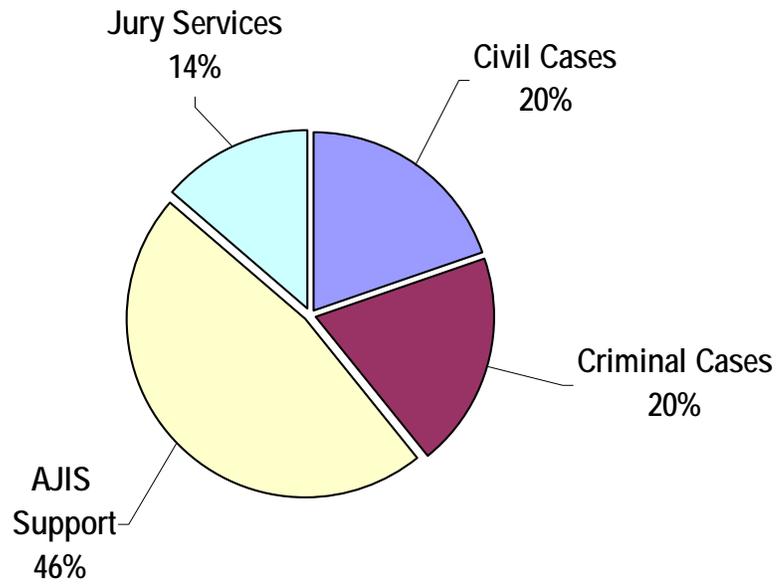
Lori A. Knoernschild, Deputy Court Administrator  
 703.838.4123  
[lori.knoernschild@alexandriava.gov](mailto:lori.knoernschild@alexandriava.gov)

# 18<sup>th</sup> Circuit Court

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Number of civil cases closed	3,063	3,094	3,125
City cost per civil case closed	\$87	\$88	\$89
Number of criminal cases closed	1,941	1,960	1,980
City cost per criminal case closed	\$130	\$134	\$136

## FY 2009 Proposed Expenditures by Activity



# 18<sup>th</sup> Circuit Court

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$1,159,963	\$1,188,029	\$1,255,529	5.7%
Non-Personnel	92,333	125,265	105,764	-15.6%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$1,252,296</u></b>	<b><u>\$1,313,294</u></b>	<b><u>\$1,361,293</u></b>	<b>3.7%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$1,252,296</u></b>	<b><u>\$1,313,294</u></b>	<b><u>\$1,361,293</u></b>	<b>3.7%</b>
	13.0	13.0	13.0	0.0%

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Justice	\$1,252,296	\$1,313,294	\$1,361,293	3.7%

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Initial Base	% Change 2008-2009
Justice	13.0	13.0	13.0	0.0%

# 18<sup>th</sup> Circuit Court

## Justice Program

The goal of Justice is to adjudicate Alexandria civil and criminal cases in a timely manner.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	100%	100%	100%
Total Expenditures	\$1,252,296	\$1,313,294	\$1,361,293
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,252,296	\$1,313,294	\$1,361,293
<b>Program Outcomes</b>			
% of cases closed within timeframes	95%	100%	100%

### Activity Data

CIVIL CASES – The goal of Civil Cases is to close Alexandria civil cases within one year of filing.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$251,825	\$264,091	\$267,262
FTE's	3	3	2.9
# of civil cases closed	3,063	3,094	3,125
City cost per civil case closed	\$87	\$88	\$89
% of civil cases closed within one year of initial filing date	96%	97%	98%

CRIMINAL CASES – The goal of Criminal Cases is to close Alexandria criminal cases within 120 days of indictment.			
Expenditures	\$251,825	\$264,091	\$267,261
FTE's	3	3	2.9
# of criminal cases closed	1,941	1,960	1,980
City cost per criminal case closed	\$130	\$134	\$136
% of criminal cases closed within 120 days of indictment	93%	94%	95%

ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS) SUPPORT – The goal of AJIS Support is to provide computer-related hardware, software and database support to the Circuit Court and other Alexandria justice agencies in a timely and accurate manner.			
Expenditures	\$623,292	\$654,354	\$641,817
FTE's	6	6	6
# of minutes AJIS available	296,804	299,772	302,770
City cost per minute AJIS available	\$2.00	\$2.02	\$2.04
% of customers satisfied with AJIS	100%	100%	100%

JURY SERVICES – The goal of Jury Services is to provide qualified jurors on a timely basis for Circuit Court civil and criminal trials.			
Expenditures <sup>1</sup>	\$124,685	\$130,758	\$184,953
FTE's	1	1	1.2
# of qualified jurors identified	7,455	8,201	8,283
City cost per qualified juror identified	\$17.00	\$17.17	\$17.34
% of juries that begin on schedule	100%	100%	100%

<sup>1</sup> FY 2008/FY 2009 change is mostly due to the transfer of professional services (\$34,492), printing (\$6,485) and postal services (\$7,469) from AJIS Support, Criminal and Civil Cases to be properly reflected in Jury Services (\$48,446).

# 18<sup>th</sup> Circuit Court

## Summary of Budget Changes

### Expenditure Reductions

Activity	Reduction Option	FY 2009 Proposed
<b>Non-Personnel Reallocation</b>	<i>1. Various</i>	<b>\$19,501</b>
<p>Several non-personnel areas of the 18th Circuit Court budget were identified as able to be reduced. These areas include controlled data processing equipment (\$10,000), jury fees (\$2,000), office supplies (\$2,000), education and training (\$2,000), and other miscellaneous non-personnel expenditures (\$3,501). These reductions were identified based on a three-year average actual spending and should not affect the Department's service levels. These funds will be reallocated to the Law Library to be used to restore the print collection to acceptable standards, and to purchase new materials that will "fill the gaps" in the current collection.</p>		

# 18<sup>th</sup> General District Court

**Mission Statement:** The mission of the 18th General District Court is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$84,600	\$78,571	\$78,571
Less Revenues	\$0	\$0	\$0
Net Gen. Fund Expenditures	\$84,600	\$78,571	\$78,571
FTE's	0.0	0.0	0.0

### Highlights

- The proposed FY 2009 budget is funded at the same level as the approved FY 2008 budget.

## 18<sup>th</sup> General District Court Programs and Activities

18<sup>th</sup> General District Court  
18<sup>th</sup> General District Court

## Dept Info

**Department Contact Info**  
703.838.4010  
[www.alexandriava.gov/districtcourt/](http://www.alexandriava.gov/districtcourt/)

**Department Head**  
Becky J. Moore, Chief Judge  
703.838.4010  
[becky.moore@alexandriava.gov](mailto:becky.moore@alexandriava.gov)

**Department Staff**  
JeAnne Rosson, Chief Deputy Clerk

# 18<sup>th</sup> General District Court

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of traffic cases filed	21,161	22,000	22,000
# of civil cases filed	9,699	10,000	10,000
# of criminal cases filed	8,347	8,400	8,400

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$0	\$0	\$0	0.0%
Non-Personnel	84,600	78,571	78,571	0.0%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$84,600</u></b>	<b><u>\$78,571</u></b>	<b><u>\$78,571</u></b>	<b>0.0%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$84,600</u></b>	<b><u>\$78,571</u></b>	<b><u>\$78,571</u></b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
General District Court	\$84,600	\$78,571	\$78,571	0.0%

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
General District Court	0.0	0.0	0.0	0.0%

# 18<sup>th</sup> General District Court

## General District Court

The goal of the General District Court is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$84,600	\$78,571	\$78,571
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$84,600	\$78,571	\$78,571
Program Outcomes			
No Program Outcome	NA	NA	NA

### Activity Data

18th General District Court Activity – The goal of the 18th General District Court activity is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$84,600	\$78,571	\$78,571
FTE's	0.0	0.0	0.0
# of traffic cases filed	21,161	22,000	22,000
# of civil cases filed	9,699	10,000	10,000
# of criminal cases filed	8,347	8,400	8,400

# Clerk of the Court

**Mission Statement:** The mission of the Clerk of the Court is to serve as the recorder of all deeds, wills and other legal documents filed in the City; the office provides clerical assistance to the Circuit Court judges in courtroom proceedings and processes all civil and criminal cases filed with the court.

## FY 2009 Budget Summary Table and Highlights

Summary Table				Highlights
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	
Total Expenditures	\$1,698,512	\$1,605,395	\$1,626,463	<ul style="list-style-type: none"> <li>• In FY 2009 the proposed General Fund budget increased by \$21,068 (1.3%).</li> <li>• FY 2009 personnel costs increased by \$22,754 or 1.5%; the increase was due to step adjustments and increased retirement costs, and offset by vacancy savings and hiring new employees at lower step levels.</li> <li>• Total non-personnel costs decreased \$1,686 or 1.7% due to a change in computer replacement costs.</li> </ul>
Less Revenues	\$113,516	\$0	\$0	
Net Gen. Fund Expenditures	\$1,584,996	\$1,605,395	\$1,626,463	
Authorized Positions (FTE's)	24.0	23.0	23.0	

### Clerk of the Court Programs and Activities

<p><b>Court Support</b>          Criminal Case Process          Civil and Criminal Case Support          Public Inquiries          Wills and Probate          Leadership and Management</p> <p><b>Land Records</b>          Recordation of Land Documents          Public Inquiries          Recordation of Judgments &amp; Financing Statements</p> <p><b>Public Services</b>          Civil Case Filings          License, Permit &amp; Certificate Processing          Public Inquiries</p>	
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### Dept Info

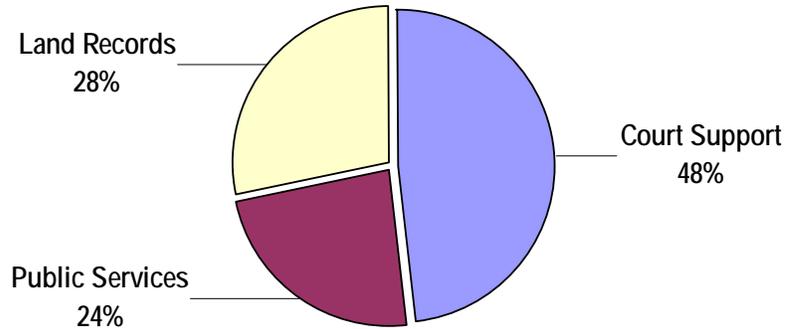
<p><b>Department Contact Info</b>          703.838.4044  <a href="http://www.alexandriava.gov/clerkofcourt/">http://www.alexandriava.gov/clerkofcourt/</a></p> <p><b>Department Head</b>          Ed Semonian, Clerk of the Court          703.838.4044          Ed.Semonian@alexandriava.gov</p>
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# Clerk of the Court

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of criminal cases processed	2,030	2,030	2,000
Cost per criminal case processed	\$22.10	\$21.04	\$24.21
# of land document transactions processed (total)	31,009	29,396	29,000
Cost per recordation of land document transaction	\$12.16	\$9.29	\$10.60
# civil case filings processed	3,627	3,700	3,700
Cost per civil case filing processed	\$28.82	\$27.63	\$26.15

## FY 2009 Proposed Expenditures by Program



# Clerk of the Court

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$1,488,322	\$1,508,231	\$1,530,985	1.5%
Non-Personnel	210,190	97,164	95,478	-1.7%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$1,698,512</b>	<b>\$1,605,395</b>	<b>\$1,626,463</b>	<b>1.3%</b>
<b>Less Revenues</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	113,516	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$113,516</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$1,584,996</b>	<b>\$1,605,395</b>	<b>\$1,626,463</b>	<b>1.3%</b>
<b>Total Department FTE's</b>	<b>24.0</b>	<b>23.0</b>	<b>23.0</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Court Support	\$723,566	\$713,049	\$780,778	9.5%
Land Records	\$528,237	457,304	458,682	0.3%
Public Services	\$446,709	435,042	387,003	-11.0%
<b>Total Expenditures</b>	<b>\$1,698,512</b>	<b>\$1,605,395</b>	<b>\$1,626,463</b>	<b>1.3%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Court Support	8.6	8.6	9.8	14.0%
Land Records	8.2	7.2	7.0	-2.8%
Public Services	7.2	7.2	6.2	-14.0%
<b>Total full time equivalents (FTE's)</b>	<b>24.0</b>	<b>23.0</b>	<b>23.0</b>	<b>0.0%</b>

# Clerk of the Court

## Court Support Program

The goal of the Court Support Program is to provide assistance at court proceedings, process criminal cases, process all civil and criminal pleadings and orders, and issue and process probate related qualifications to support the effective operation of the Circuit Court.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	42.6%	44.4%	48.0%
Total Expenditures	\$723,566	\$713,049	\$780,778
Less Revenues	\$113,516	\$0	\$0
Net General Fund Expenditures	\$610,050	\$713,049	\$780,778
Program Outcomes			
% of cases and transactions processed within targeted timeframes	100%	100%	100%

## Activity Data

CRIMINAL CASE PROCESS – The goal of Criminal Case Processing is to process all criminal cases in a timely manner to enable contributing agencies to access files via the Alexandria Judicial Information System (AJIS).	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$44,861	\$42,711	\$48,411
FTE's	0.7	0.7	0.8
# of criminal cases processed	2,030	2,030	2,000
Cost per criminal case processed	\$22.10	\$21.04	\$24.21
% of cases processed within two business days	100%	100%	100%

CIVIL AND CRIMINAL CASE SUPPORT – The goal of Civil and Criminal Case Support is to prepare criminal court orders and scan and index all pleadings and court orders in a timely manner in order for the public and contributing agencies to access this information.			
Expenditures	\$175,827	\$174,549	\$185,735
FTE's	2.9	2.9	3.1
# transactions processed (total)	93,656	93,656	93,700
Cost per transaction	\$1.88	\$1.62	\$1.98
% of transactions processed within two business days	100%	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	\$65,845	\$65,057	\$79,415
FTE's	1.0	1.0	1.3
# of inquiries handled	15,192	15,192	15,200
Cost per inquiry	\$4.33	\$4.28	\$5.22
% of inquiries handled in a satisfactory manner	N/A	98%	100%

# Clerk of the Court

## Court Support Program, continued

### Activity Data

WILLS AND PROBATE – The goal of Wills and Probate is to meet with and qualify executors, administrators, trustees and guardians and process and maintain wills and associated documents.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$57,885	\$56,833	\$57,766
FTE's	0.6	0.6	0.6
# of transactions processed (probates, qualifications, and related documents)	6,793	6,793	6,800
Cost per transaction	\$8.52	\$7.31	\$8.50
% of transactions issued, indexed, and scanned within two business days	N/A	98%	100%
LEADERSHIP AND MANAGEMENT – The goal of Leadership and Management is to plan, organize, direct and coordinate all activities of the department in order to achieve its goals effectively and efficiently.			
Expenditures	\$379,149	\$373,899	\$409,451
FTE's	3.4	3.4	4.0
# of activities managed	11	11	11
Cost per activity	\$34,468	\$33,991	\$37,223
% of department activities achieving effectiveness objectives	100%	100%	100%

# Clerk of the Court

## Land Records Program

The goal of the Land Records Program is to calculate, receipt, scan, index, verify indexing and maintain all land record documents in order to maintain a permanent legal record for the City including but not limited to: deeds, deeds of trust, assignments, certificates of satisfaction, power of attorneys, financing statements, judgments and plats and easements.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	31.1%	28.5%	28.2%
Total Expenditures	\$528,237	\$457,304	\$458,682
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$528,237	\$457,304	\$458,682
<b>Program Outcomes</b>			
% of transactions processed within targeted timeframes	100%	100%	100%

### Activity Data

RECORDATION OF LAND DOCUMENTS – The goal of Recordation of Land Documents is to record and process land transactions in a timely manner to facilitate settlements and the return of the original documentation to the owner.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$377,109	\$321,563	\$307,287
FTE's	5.9	5.2	4.7
# of land document transactions processed (total)	31,009	29,396	29,000
Cost per recordation of land document transaction	\$12.16	\$9.29	\$10.60
% of transactions processed within three business days (excluding time to return documents)	100%	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	\$114,416	\$99,214	\$113,110
FTE's	1.7	1.4	1.7
# of inquiries handled	24,276	24,276	24,500
Cost per inquiry	\$4.71	\$4.09	\$4.62
% of inquiries handled in a satisfactory manner	100%	100%	100%

RECORDATION OF JUDGMENTS & FINANCING STATEMENTS – The goal of Recordation of Judgments and Financing Statements is to record, docket and process these items in a timely manner in order to effectuate a lien on real estate.			
Expenditures	\$36,712	\$36,527	\$38,285
FTE's	0.6	0.6	0.6
# of transactions processed (total)	5,274	5,274	5,300
Cost per transaction	\$6.96	\$6.93	\$7.22
% of transactions processed within one business day	N/A	100%	100%

# Clerk of the Court

## Public Services Program

The goal of the Public Services Program is to process all civil case filings, issue licenses, certificates and permits to the general public as mandated by the Code of Virginia.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	26.3%	27.1%	23.8%
Total Expenditures	\$446,709	\$435,042	\$387,003
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$446,709	\$435,042	\$387,003
<b>Program Outcomes</b>			
% of transactions processed within targeted timeframes	100%	100%	100%

### Activity Data

<b>CIVIL CASE FILINGS – The goal of Civil Case Filings is to scan, receipt, index and issue process in all divorce and law cases for attorneys and the general public in a timely manner.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$104,530	\$102,227	\$96,766
FTE's	1.7	1.7	1.6
# civil case filings processed	3,627	3,700	3,700
Cost per civil case filing processed	\$28.82	\$27.63	\$26.15
% of filings processed within two business days	100%	100%	100%

<b>LICENSE, PERMIT, &amp; CERTIFICATE PROCESSING – The goal of License, Permit and Certificate Processing is to issue and process marriage licenses, concealed handgun permits, notarial certificates; register business names; qualify notaries; record military discharge certificates; and administer oaths to elected and appointed officials.</b>			
Expenditures	\$170,643	\$164,930	\$143,550
FTE's	2.9	2.9	2.5
# of transactions processed (total)	16,400	16,400	16,400
Cost per transaction	\$10.41	\$10.06	\$8.75
% of licenses, permits, and certificates issued, scanned, and indexed within two business days	100%	100%	100%

<b>PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.</b>			
Expenditures	\$171,536	\$167,885	\$146,687
FTE's	2.6	2.6	2.1
# of inquiries handled	52,848	52,848	52,900
Cost per inquiry	\$3.25	\$3.18	\$2.77
% of inquiries handled in a satisfactory manner	100%	100%	100%

# Clerk of the Court

## Miscellaneous

### "Net City Share" of Clerk of Court Operations

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
<b>General Fund Expenditures</b>			
Personnel	\$ 1,488,322	\$ 1,508,231	\$ 1,530,985
Non-Personnel	210,190	97,164	95,478
Capital Goods	-	-	-
<i>Total General Fund Expenditures</i>	<i>\$ 1,698,512</i>	<i>\$ 1,605,395</i>	<i>\$ 1,626,463</i>
<b>General Fund Revenues<sup>11</sup></b>			
State Reimbursement for Personnel Costs	\$ 913,868	\$ 956,213	\$ 956,213
Excess Clerks' Fees Collected	726,356	1,000,000	1,000,000
<i>Total General Fund Revenues</i>	<i>\$ 1,640,224</i>	<i>\$ 1,956,213</i>	<i>\$ 1,956,213</i>
<b>Net City Share (General Fund Expenditures less General Fund Revenues)</b>	<b>\$ 58,288</b>	<b>\$ (350,818)</b>	<b>\$ (329,750)</b>

<sup>11</sup> In addition to the General Fund revenues reflected here, this office collects Real Estate Recordation taxes, which as of September 1, 2004, are generally assessed at a total rate of \$0.3333 per \$100 of value of the deed or documentation being recorded. Of the total \$0.3333 per \$100 of value of the deed, \$0.08333 per \$100 is remitted to the City (budgeted as General Fund revenue) and \$0.25 per \$100 is remitted to the State. In FY 2009, it is estimated that the City will receive \$5.7 million for this tax. A portion of the recordation taxes returned to the State from Northern Virginia jurisdictions is pledged as the debt service payment for the State transportation bonds that have been previously issued for a series of high priority Northern Virginia transportation projects.

The office also collects court fines and forfeitures and remits these to the City or the State as appropriate under applicable laws.

# Office of the Commonwealth's Attorney

**Mission Statement:** The mission of the Office of the Commonwealth's Attorney is to protect the safety of the community and the rights of its citizens by just enforcement of the law.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$2,783,943	\$2,892,437	\$3,018,315
Less Revenues	\$281,828	\$246,718	\$254,957
Net Gen. Fund Expenditures	\$2,502,115	\$2,645,719	\$2,763,358
FTE's	29.6	29.4	29.0

- In FY 2009 the proposed General Fund budget increased by \$117,639 (4.4%).
- FY 2009 personnel costs increased by \$110,159, or 4.1%; the increase was due to step increases, increased health care and retirement costs, offset by a 1 percent vacancy factor of \$27,770.
- FY 2009 non personnel costs increased by \$15,719, or 6.7% primarily due to increased lease costs (\$11,045) for the parking adjudication office and an increase in computer replacement charges.
- A 15% reduction in the State-funded Violence Against Women (V-STOP) Grant was achieved by the Department by deleting a position (0.4 FTE) and distributing the responsibilities to existing staff.

### Commonwealth's Attorney Programs and Activities

**Prosecution of Cases**  
     **Circuit Court Case Prosecution**  
     General District Court Case  
         Prosecution  
     Juvenile and Domestic Relations  
         District Court Case Prosecution  
     Parking Case Adjudication  
     Victim Witness Assistance

### Dept Info

**Department Contact Info**  
 703.838.4100  
[www.alexandriava.gov/commatty](http://www.alexandriava.gov/commatty)

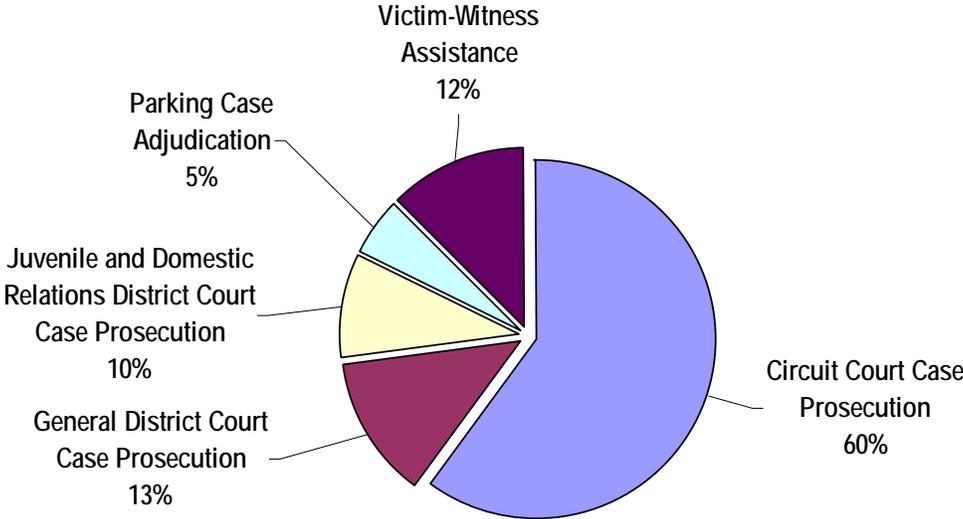
**Department Head**  
 S. Randolph Sengel, Commonwealth's Attorney  
 703.838.4100  
[randy.sengel@alexandriava.gov](mailto:randy.sengel@alexandriava.gov)

# Office of the Commonwealth's Attorney

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Conviction Rate	92%	92%	92%
% of cases concluded within time guidelines	94%	94%	94%
Conviction rate for DWI cases	98%	98%	98%

## FY 2009 Proposed Expenditures by Activity



# Office of the Commonwealth's Attorney

## Expenditure and Revenue Summary

Expenditures By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$2,503,502	\$2,657,691	\$2,767,850	4.1%
Non-Personnel	269,949	234,746	250,465	6.7%
Capital Goods Outlay	10,492	0	0	0.0%
<b>Total Expenditures</b>	<b>\$2,783,943</b>	<b>\$2,892,437</b>	<b>\$3,018,315</b>	<b>4.4%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	281,828	246,718	254,957	3.3%
<b>Total Designated Funding Sources</b>	<b>\$281,828</b>	<b>\$246,718</b>	<b>\$254,957</b>	<b>3.3%</b>
<b>Net General Fund Expenditures</b>	<b>\$2,502,115</b>	<b>\$2,645,719</b>	<b>\$2,763,358</b>	<b>4.4%</b>
<b>Total Department FTE's</b>	<b>29.6</b>	<b>29.4</b>	<b>29.0</b>	<b>-1.4%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Prosecution of Cases	\$2,783,943	\$2,892,437	\$3,018,315	4.4%

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Prosecution of Cases	29.6	29.4	29.0	-1.4%

# Office of the Commonwealth's Attorney

## Prosecution of Cases

The goal of Prosecution of Cases is to achieve a just and timely outcome in the prosecution of criminal cases on behalf of the citizens of Alexandria.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	100%	100%	100%
Total Expenditures	\$2,783,943	\$2,892,437	\$3,018,315
Less Revenues	\$281,828	\$246,718	\$254,957
Net General Fund Expenditures	\$2,502,115	\$2,645,719	\$2,763,358
Program Outcomes			
Conviction rate for felony cases	92%	92%	92%
Anticipated percentile ranking within the state of VA for concluding cases within prescribed time guidelines	1	1	1

## Activity Data

CIRCUIT COURT CASE PROSECUTION – The goal of Circuit Court Case Prosecution is to prosecute all felony and misdemeanor appeal cases to assure offenders are quickly brought to justice and held accountable.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,601,399	\$1,663,808	\$1,813,227
FTE's	15.3	15.1	15.1
# of cases concluded	1,861	2,000	2,000
Conviction rate for felony cases	92%	92%	92%
% of cases concluded within prescribed time guidelines	94%	94%	94%

GENERAL DISTRICT COURT CASE PROSECUTION – The goal of General District Court Case Prosecution is to carry out discretionary prosecution of selected misdemeanor offenses to assure targeted offenders are quickly brought to justice and held accountable.			
Expenditures	\$350,799	\$364,470	\$381,614
FTE's	5.5	5.5	5.5
# of cases concluded	8,404	8,400	8,400
% of cases concluded within prescribed time guidelines	85.7%	85%	85%
Conviction rate for DWI cases	98%	98%	98%

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT CASE PROSECUTION – The goal of J&DR District Court Case Prosecution is to prosecute all felony cases and selected misdemeanors to assure offenders are quickly brought to justice and held accountable.			
Expenditures	\$260,753	\$270,915	\$289,622
FTE's	3.4	3.4	3.4
# of cases concluded	2,228	2,200	2,200
% of cases concluded within prescribed time guidelines	90%	86%	86%
Conviction rate for juvenile felony cases	95%	89%	89%

# Office of the Commonwealth's Attorney

## Prosecution of Cases, continued

### Activity Data

PARKING CASE ADJUDICATION – The goal of Parking Case Adjudication is to provide an efficient and convenient method of adjudicating parking infractions as an alternative to Court adjudication.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$142,527	\$148,081	\$159,126
FTE's	0	0	0
# of cases concluded	4,303	4,300	4,300
% of cases adjudicated without appeal	99.9%	99.7%	99.7%

VICTIM-WITNESS ASSISTANCE – The goal of Victim-Witness Assistance is to help victims and witnesses of crime by providing them with support, guidance, and information concerning the criminal justice system, including assistance with restitution and support services.			
Expenditures	\$428,465	\$445,163	\$374,726
FTE's	5.4	5.4	5.0
# of victims and witnesses served	4,045	4,000	4,000
% of cases in which prosecutors rate the services provided as favorable	96%	96%	96%

### Miscellaneous Information

<b>Summary Table of Additional Revenues</b>			
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$2,783,943	\$2,892,437	\$3,018,315
Less Revenues	\$281,828	\$246,718	\$254,957
Gen. Fund Expenditures	\$2,502,115	\$2,645,719	\$2,763,358
State Revenues	\$1,122,175	\$1,162,650	\$1,162,650
General Fund Expenditures Net State Revenues	\$1,379,940	\$1,483,069	\$1,600,708

# Court Service Unit

**Mission Statement:** The mission of the Court Service Unit is to provide quality, comprehensive services for youth and families who are involved with the Juvenile and Domestic Relations District Court.

## FY 2009 Budget Summary Table and Highlights

<b>Summary Table</b>			
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$1,587,450	\$1,589,650	\$1,621,954
Less Revenues	\$435,344	\$269,877	\$213,010
Net Gen. Fund Expenditures	\$1,152,106	\$1,319,773	\$1,408,944
Authorized Positions (FTE's)	10.2	10.2	10.2

**Highlights**

- In FY 2009 the proposed General Fund budget increased by \$89,171 (6.8%).
- FY 2009 personnel costs increased by \$46,304 or 3.3%; the increase was due to step increases and increased retirement costs.

- Total non-personnel costs decreased \$14,000 or 13.7% due a reduction in fees for professional services. The reduction is based on historical spending and is not expected to impact services.
- Revenues decrease by \$56,867 due to a reduction in grant funding. The Gang Prevention Coordination was previously budgeted as a grant funded position with approximately 65 percent coming from the grant and 35 coming from the General Fund. In FY 2009, CSU is anticipating only 3 months of grant funding. This will shift the funding to approximately 20% grant revenue and 80% General Fund. It is anticipated that in FY 2010 the position will be entirely General Fund supported.

### Court Service Unit Programs and Activities

<p><b>Intake</b></p> <ul style="list-style-type: none"> <li>Pre Trial Services</li> <li>New Complaint Legal Determination</li> <li>Diversion</li> <li>On-Call Services</li> <li>Attendance Review Panel</li> </ul> <p><b>Probation</b></p> <ul style="list-style-type: none"> <li>Probation/Parole</li> <li>Investigation, Screen and Report Writing</li> <li>Mental Health Services</li> <li>Skills Development</li> <li>Day Reporting</li> <li>Adult Supervision</li> </ul> <p><b>Domestic Relations</b></p> <ul style="list-style-type: none"> <li>Domestic Relations</li> </ul> <p><b>Leadership and Management Support</b></p> <ul style="list-style-type: none"> <li>Leadership and General Management</li> <li>Gang Prevention and Intervention</li> </ul>	
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### Dept Info

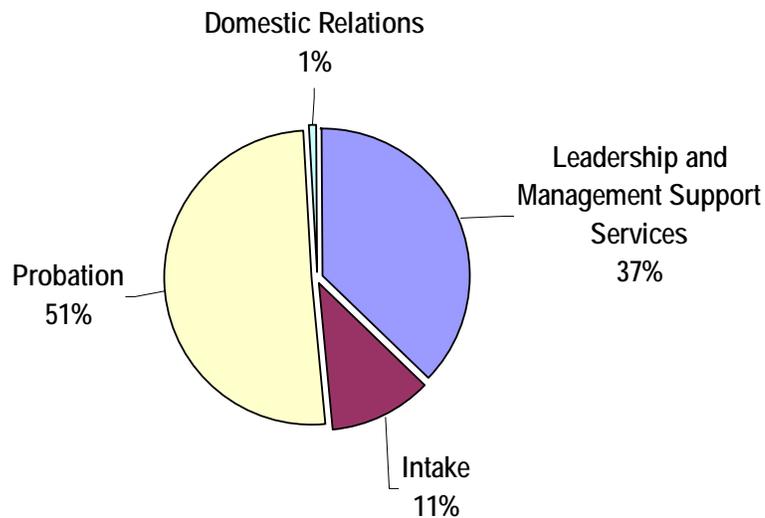
<p><b>Department Contact Info</b></p> <p>703.838.4144  <a href="http://www.alexandriava.gov/courtservice/">http://www.alexandriava.gov/courtservice/</a></p> <p><b>Department Head</b></p> <p><b>Lillian Brooks</b>, Dir. of Court Services            703.838.4144            lillian.brooks@alexandriava.gov</p>
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# Court Service Unit Department

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of Pre-trial cases served	18	18	35
% of cases successfully completing conditions	80%	80%	100%
Number of petitions filed	611	600	575
% of probable cause determinations not appealed	99%	99%	100%

## FY 2009 Proposed Expenditures by Program



# Court Service Unit Department

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$1,271,467	\$1,387,594	\$1,433,898	3.3%
Non-Personnel	219,412	102,558	88,558	-13.7%
Capital Goods Outlay	656	0	0	0.0%
Interfund Transfer*	95,915	99,498	99,498	0.0%
<b>Total Expenditures**</b>	<b><u>\$1,587,450</u></b>	<b><u>\$1,589,650</u></b>	<b><u>\$1,621,954</u></b>	<b>2.0%</b>
<b>Less Revenues</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	339,429	170,379	113,512	-33.4%
Interfund Transfer	95,915	99,498	99,498	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$435,344</u></b>	<b><u>\$269,877</u></b>	<b><u>\$213,010</u></b>	<b><u>-21.1%</u></b>
<b>Net General Fund Expenditures</b>	<b><u>\$1,152,106</u></b>	<b><u>\$1,319,773</u></b>	<b><u>\$1,408,944</u></b>	<b>6.8%</b>
<b>Total Department FTE's</b>	<b>10.2</b>	<b>10.2</b>	<b>10.2</b>	<b>0.0%</b>

\*The interfund transfer reflects required City general fund support for special revenue funded grants, or grant match. The programs and activities with grants include the entire grant budget and the special revenue, as well as the interfund transfer from the General Fund.

\*\* Includes City expenditures only. The Court Service Unit is also funded by the Commonwealth of Virginia. The Commonwealth contributed \$1,467,324 in FY 2007, \$1,606,160 in FY 2008 and approximately approximately the same amount (\$1,606,160) in FY 2009.

# Court Service Unit Department

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership and Management Support Services	\$588,729	\$589,545	\$601,525	NA
Intake	\$178,203	\$178,450	182,076	NA
Probation	\$807,306	\$808,425	824,853	NA
Domestic Relations	\$13,213	\$13,231	13,500	NA
<b>Total Expenditures</b>	<b>\$1,587,450</b>	<b>\$1,589,650</b>	<b>\$1,621,954</b>	<b>2.0%</b>

\* FY 2009 expenditures reflect more accurate allocations of program and activity resources than in FY 2008, which was the first year of establishing program and activity budgets. The FY 2008 Programs and Activities have been adjusted to reflect these base budget adjustments. Specific resource variances due to supplemental increases and expenditure reductions and their impact on a particular activity are fully described.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership and Management Support Services	1.1	1.1	1.1	0.0%
Intake	2.1	2.1	2.1	0.0%
Probation	7.0	7.0	7.0	0.0%
Domestic Relations	0.1	0.1	0.1	0.0%
<b>Total full time equivalents</b>	<b>10.2</b>	<b>10.2</b>	<b>10.2</b>	<b>0.0%</b>

The Court Services Unit is comprised of 9 full time City employees, 1.2 part-time FTEs. Additionally, there are 23 state employees working in the Court Services Unit. State funds and state-funded employees are not reflected in the City's operating budget.

# Court Service Unit Department

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide management support for the Court Service Unit in order to meet the agency's goals in providing effective services to the public and to provide gang prevention services.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	37.1%	10.8%	37.1%
Total Expenditures	\$588,729	\$589,545	\$601,525
Less Revenues	\$231,272	\$75,490	\$18,623
Net General Fund Expenditures	\$357,457	\$514,055	\$582,902
Program Outcomes			
% of customers satisfied with Court Service Unit	N/A	TBD	TBD

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, planning, analysis and support services in order to facilitate the operations of the Court Service Unit.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$471,570	\$472,224	\$481,820
FTE's	0.1	0.1	0.1
# of activities managed	18	18	18
# of FTE's managed	10.2	10.2	10.2
\$ value of budget managed	\$1,587,450	\$1,589,650	\$1,621,954
Leadership and General Management as % of Total Expenditures	29.7%	29.7%	29.7%
% of activity goals achieved	N/A	100%	100%

GANG PREVENTION & INTERVENTION – The goal of Gang Prevention and Intervention is to coordinate City agencies and provide information to the public in order to deter at-risk youth from joining or remaining in a gang.			
Expenditures	\$117,159	\$117,321	\$119,705
FTE's	1.0	1.0	1.0
# of gang prevention/intervention initiatives managed	6	6	6
# of outreach cases served	10	48	48
# of outreach contacts	667	1200	1200
# of mentors recruited	40	100	100
Cost per initiative managed	\$19,526	\$19,553	\$19,951
% increase in mentors recruited (annually)	N/A	TBD	TBD
% of outreach cases connected to positive youth activities (annually)	N/A	TBD	TBD

# Court Service Unit Department

## Intake Program

The goal of the Intake Program is to provide a first point of contact for law enforcement, the public and other agencies in order to process matters through the juvenile and domestic court system.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	11.2%	11.2%	11.2%
Total Expenditures	\$178,203	\$178,450	\$182,076
Less Revenues	\$37,005	\$35,315	\$35,315
Net General Fund Expenditures	\$141,198	\$143,135	\$146,761
Program Outcomes			
% of customers who rate Intake Services as good to excellent	N/A	TBD	TBD
% of actions completed within 30 days	N/A	TBD	TBD

## Activity Data

PRE TRIAL SERVICES – The goal of Pre Trial Services is to provide after hours supervision for juveniles awaiting Court action in order to prevent further delinquent behavior.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$52,239	\$52,311	\$53,374
FTE's	1.3	1.3	1.3
# of pre-trial cases served	18	18	35
Cost per case served	\$2,902	\$2,906	\$1,525
% of cases successfully completing conditions	80%	80%	100%

NEW COMPLAINT LEGAL DETERMINATION – The goal of New Complaint Legal Determination is to determine probable cause and whether there are sufficient facts to support the complaint in order to submit the petition to the court.			
Expenditures	\$60,546	\$60,630	\$61,862
FTE's	0.4	0.4	0.4
# of petitions filed	611	600	575
Cost per petition filed	\$99	\$101	\$108
% of probable cause determinations not appealed	99%	99%	100%

DIVERSION – The goal of Diversion is to provide appropriate services to juveniles, to the extent possible, to minimize the number of juveniles appearing in court.			
Expenditures	\$30,271	\$30,313	\$30,929
FTE's	0.2	0.2	0.2
# of diversion cases served	104	200	200
Cost per case served	\$291	\$152	\$155
% of juveniles who successfully complete the diversion plan	100%	70%	75%

# Court Service Unit Department

## Intake Program, Continued

### Activity Data

ON CALL SERVICES – The goal of On Call Services is to provide information to the public, agencies and law enforcement officials and make probable cause and detention decisions.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$33,766	\$33,813	\$34,500
FTE's	0.2	0.2	0.2
# of police inquiries responded to	265	300	315
Cost per inquiry responded to	\$127	\$113	\$110
% of inquiries responded to within one hour	97%	100%	100%

ATTENDANCE REVIEW PANEL - The goal of the Attendance Review Panel is to meet with parents and truant children in order to improve attendance.*			
Expenditures	\$1,381	\$1,383	\$1,411
FTE's	0	0	0
# of Plans developed	149	150	160
Cost per plan developed	\$9.27	\$9.22	\$8.82
% of juveniles who successfully completed the attendance plan	70%	80%	100%

## Domestic Relations Program

The goal of the Domestic Relations Program is to provide domestic relations services to families and individuals in order to promote healthy family development.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	0.8%	0.8%	0.8%
Total Expenditures	\$13,213	\$13,231	\$13,500
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$13,213	\$13,231	\$13,500
Program Outcomes			

### Activity Data

DOMESTIC RELATIONS – The goal of Domestic Relations is to investigate custody cases for the Court in order to provide a written report and with comprehensive information to make recommendations in custody matters and provide information for parents to educate them concerning custody issues and co-parenting skills.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$13,213	\$10,211	\$13,500
FTE's	0.19	0.19	0.19
# of custody and visitation petitions taken	1,828	1,800	1,800
# of custody reports written	14	20	20
# of parenting education participants served (FOCUS)	293	300	300
Cost per report written	\$944	\$511	\$675
% of cases served within court ordered timeframes	100%	100%	100%

# Court Service Unit Department

## Probation Program

The goal of the Probation Program is to provide counseling and supervision for juveniles on probation and/or parole, and adults ensuring public safety and reducing delinquency.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	50.9%	50.9%	50.9%
Total Expenditures	\$807,306	\$808,425	\$824,853
Less Revenues	\$167,067	\$59,574	\$59,574
Net General Fund Expenditures	\$640,239	\$748,851	\$765,279
<b>Program Outcomes</b>			
Re-conviction rate	TBD	TBD	TBD

### Activity Data

<b>PROBATION/PAROLE – The goal of Probation/Parole is to provide supervision and treatment monitoring for juveniles in order to improve their community functioning.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$199,309	\$199,585	\$203,641
FTE's	0.6	0.6	0.6
# of cases served (average)	233	240	240
Cost per case served	\$855	\$832	\$849
% of cases served with no new offenses	N/A	80%	80%

<b>INVESTIGATION SCREENING &amp; REPORT WRITING – The goal of Investigation, Screening and Report Writing is to complete a thorough investigation for the court in order to provide written recommendations for supervision and services.</b>			
Expenditures	\$102,528	\$102,671	\$104,757
FTE's	0.3	0.3	0.3
# of reports written	162	150	150
Cost per report written	\$633	\$684	\$698
% of reports written within court ordered timeframe	N/A	95%	95%

<b>MENTAL HEALTH SERVICES – The goal of Mental Health Services is to provide therapy and education programs for juveniles and adults in order to improve their functioning.</b>			
Expenditures	\$215,325	\$215,623	\$220,005
FTE's	1.9	1.9	1.9
# of cases served (average)	N/A	30	30
Cost per case served	N/A	\$7,187	\$7,334
% of cases closed successfully	N/A	80%	80%

# Court Service Unit Department

## Probation Program, continued

### Activity Data

SKILLS DEVELOPMENT – The goal of Skills Development is to provide educational programs for juveniles in order to improve their competency.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$35,880	\$35,930	\$36,660
FTE's	1.5	1.5	1.5
# of participants served (actual)	209	210	220
Cost per participant served	\$172	\$171	\$167
% of participants successfully completing program	94%	95%	95%

DAY REPORTING CENTER – The goal of Day Reporting Center is to provide a structured environment for juveniles in order to improve their social and academic functioning.			
Expenditures	\$254,263	\$254,616	\$259,790
FTE's	4.0	4.0	4.0
# of participants enrolled (average)	30	30	40
Cost per participant	\$8,475	\$8,487	\$6,495
% of participants successfully completing program	73%	73%	85%

ADULT SUPERVISION - The goal of adult supervision is to prevent further domestic assaults and provide supervision for individuals who commit offenses against children.			
# of cases (average)	86	86	85
% of cases closed successfully	74%	74%	75%

\*Adult Supervision is funded by a grant managed by the Sheriff's Office but is run by the Court Service Unit.

# Court Service Unit Department

## Summary of Budget Changes

### Expenditure Reductions

Activity	Reduction Option	FY 2009 Proposed
<b>Day Reporting Center and Skills Development</b>	<b>Professional Fees</b>	<b>\$14,000</b>
The CSU uses fees for professional services to provide comprehensive psychological and neurological evaluations of youth and to pay for the transfer of youth to another detention facility for safety reasons. Based on historical spending, the department is able to reduce their budget by \$14,000.		
<b>TOTAL</b>		<b>\$14,000</b>

# Juvenile & Domestic Relations Court

**Mission Statement:** The mission of the Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$31,874	\$34,327	\$34,327
Less Revenues	\$0	\$0	\$0
Net Gen. Fund Expenditures	\$31,874	\$34,327	\$34,327
FTE's	0.0	0.0	0.0

### Highlights

- The proposed FY 2009 General Fund budget is funded at the same level as the approved FY 2008 budget.

## Juvenile and Domestic Relations Programs & Activities

**Juvenile and Domestic Relations Court**  
Juvenile and Domestic Relations Court

## Dept Info

**Department Contact Info**  
703.838.4141  
[www.alexandriava.gov/jdrcourt/](http://www.alexandriava.gov/jdrcourt/)

**Department Head**  
Nolan B. Dawkins, Chief Judge  
703.838.4141  
[nolan.dawkins@alexandriava.gov](mailto:nolan.dawkins@alexandriava.gov)

**Department Staff**  
Eric Barr, Clerk of Court  
703-838-4141  
[eric.barr@alexandriava.gov](mailto:eric.barr@alexandriava.gov)

# Juvenile & Domestic Relations Court

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of juvenile cases docketed	3,394	3,500	3,500
# of juvenile cases concluded	3,504	3,500	3,500
# of domestic relations cases docketed	2,013	2,000	2,000
# of domestic relations cases concluded	2,069	2,100	2,100

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Recom. Base	% Change 2008-2009
Personnel	\$0	\$0	\$0	0.0%
Non-Personnel	31,874	34,327	34,327	0.0%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$31,874</u></b>	<b><u>\$34,327</u></b>	<b><u>\$34,327</u></b>	<b>0.0%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$31,874</u></b>	<b><u>\$34,327</u></b>	<b><u>\$34,327</u></b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Initial Base	% Change 2008-2009
Juvenile and Domestic Relations Court	\$31,874	\$34,327	\$34,327	0.0%

### Staffing Summary

	FY 2007 Actual	FY 2008 Approved	FY 2009 Initial Base	% Change 2008-2009
Juvenile and Domestic Relations Court	0.0	0.0	0.0	0.0%

# Juvenile & Domestic Relations Court

## Juvenile & Domestic Relations Court

The goal of the Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$31,874	\$34,327	\$34,327
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$31,874	\$34,327	\$34,327
Program Outcomes			
No Program Outcome	N/A	N/A	N/A

### Activity Data

JUVENILE AND DOMESTICS RELATIONS COURT – The goal of Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$31,874	\$34,327	\$34,327
FTE's	0.0	0.0	0.0
# of juvenile cases docketed	3,394	3,500	3,500
# of juvenile cases concluded	3,504	3,500	3,500
# of domestic relations cases docketed	2,013	2,000	2,000
# of domestic relations cases concluded	2,069	2,100	2,100

# Law Library

**Mission Statement:** The mission of the Law Library is to provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.

## FY 2009 Budget Summary Table and Highlights

Summary Table				<b>Highlights</b>
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	
Total Expenditures	\$145,497	\$149,455	\$162,475	<ul style="list-style-type: none"> <li>• In FY 2009 the approved General Fund budget increased by \$19,964 (20.9%).</li> <li>• FY 2009 personnel costs decreased by \$6,833 or 7.4%; the decrease was due to hiring a new employee at a lower step level and slightly offset by increased retirement costs.</li> <li>• Total non-personnel costs increased \$19,853 or 34.9% due to a supplemental of \$19,501 for subscriptions and books described on page 3, as well as depreciation for a new computer.</li> <li>• Revenues decrease by \$6,944 or 12.9% in order to more accurately reflect historical revenue levels.</li> </ul>
Less Revenues	\$49,011	\$53,730	\$46,786	
Net Gen. Fund Expenditures	\$96,486	\$95,725	\$115,689	
FTE's	1.0	1.0	1.0	

### Law Library Programs and Activities

Law Library Law Library	
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### Dept Info

<b>Department Contact Info</b> 703.838.4077  <b>Department Head</b> Christine Hall, Law Librarian 703.838.4077 alexlaw@erols.com
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# Law Library

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Recom. Base	% Change 2008-2009
Personnel	\$78,249	\$92,533	\$85,237	-7.9%
Non-Personnel	67,248	56,922	56,922	0.0%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$145,497</u></b>	<b><u>\$149,455</u></b>	<b><u>\$142,159</u></b>	<b>-4.9%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Other Special Revenue (Law Library Fees)	49,011	53,730	46,434	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$49,011</u></b>	<b><u>\$53,730</u></b>	<b><u>\$46,434</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$96,486</u></b>	<b><u>\$95,725</u></b>	<b><u>\$95,725</u></b>	<b>0.0%</b>
<b>Total Department FTE's</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Initial Base	% Change 2008-2009
Law Library	\$145,497	\$149,455	\$142,159	-4.9%

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Initial Base	% Change 2008-2009
Law Library	1.0	1.0	1.0	0.0%

# Law Library

## Law Library

The goal of the Law Library Program is to provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Expenditures	100%	100%	100%
Total Expenditures	\$145,497	\$149,455	\$162,475
Less Revenues	\$49,011	\$53,730	\$46,786
Net General Fund Expenditures	\$96,486	\$95,725	\$115,689
Program Outcomes			
	TBD	N/A	N/A

### Activity Data

LAW LIBRARY – The goal of the Law Library activity is to provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$145,497	\$149,455	\$162,475
FTE's	1.0	1.0	1.0
# of assists provided	TBD	TBD	TBD
City costs per assist	TBD	TBD	TBD

### Supplemental Adjustments to the Budget

Activity	Supplemental Request	FY 2009 Proposed
<b>Law Library</b>	<i>Increase in Cost of Subscriptions/Books</i>	<b>\$19,501</b>
<p>The Law Library, which is open to all residents, has not received a budget increase for subscriptions/books for several years (the current budget is \$55,000). During this time, the cost of subscriptions and books has risen, mostly due to inflation. The department has cut subscriptions or refrained from ordering updated books to live within its budget. This increase is funded through a reallocation of \$19,501 previously contained in the budget for the 18th Circuit Court, and it results in no net General Fund increase. This supplemental will be used towards restoring the print collection to acceptable standards, and to purchase new materials that would "fill the gaps" in its current collection.</p>		

## Other Public Safety and Justice

**Mission Statement:** The mission of Other Public Safety and Justice is to provide legal, correctional, or animal welfare services for the citizens of Alexandria.

### FY 2009 Budget Summary Table and Highlights

#### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$4,777,993	\$5,155,538	\$5,469,834
Less Revenues	\$198,333	\$198,999	\$198,333
Net Gen. Fund Expenditures	\$4,579,660	\$4,956,539	\$5,271,501

#### Highlights

- In FY 2009, the proposed General Fund budget increases by \$314,962, or 6.4%.
- Personnel costs increase by \$25,910, or 7.5% primarily due to the City supplement to staff salaries to in the Magistrate's Office. The City has provided a 50% supplement to Magistrate salaries in order to retain qualified staff.

- Costs increase by \$288,386, or 6.0%, due to changes in the proposed allocations to the various organizations that comprise this section of the budget. The most significant increases are: Increased debt service costs for the new driver training track at the Northern Virginia Criminal Justice Training Academy (\$63,698); increased occupancy/lease costs for the Public Defender's Office (\$48,760), which is expanding into adjacent space; and increased contract costs (\$9,400) for janitorial services for the Magistrate (which were previously paid by the Sheriff's Office), as well as increased costs to operate the Northern Virginia Juvenile Detention Home (\$62,051).

### Other Public Safety and Justice Programs

- Adult Probation and Parole
- Alternative Community Service Program
- Animal Welfare League of Alexandria
- Coroner's Office
- Northern Virginia Criminal Justice Training Academy
- Northern Virginia Juvenile Detention Home
- Office of the Magistrate
- Peumansend Creek Regional Jail
- Public Defender's Office
- Sheltercare Program

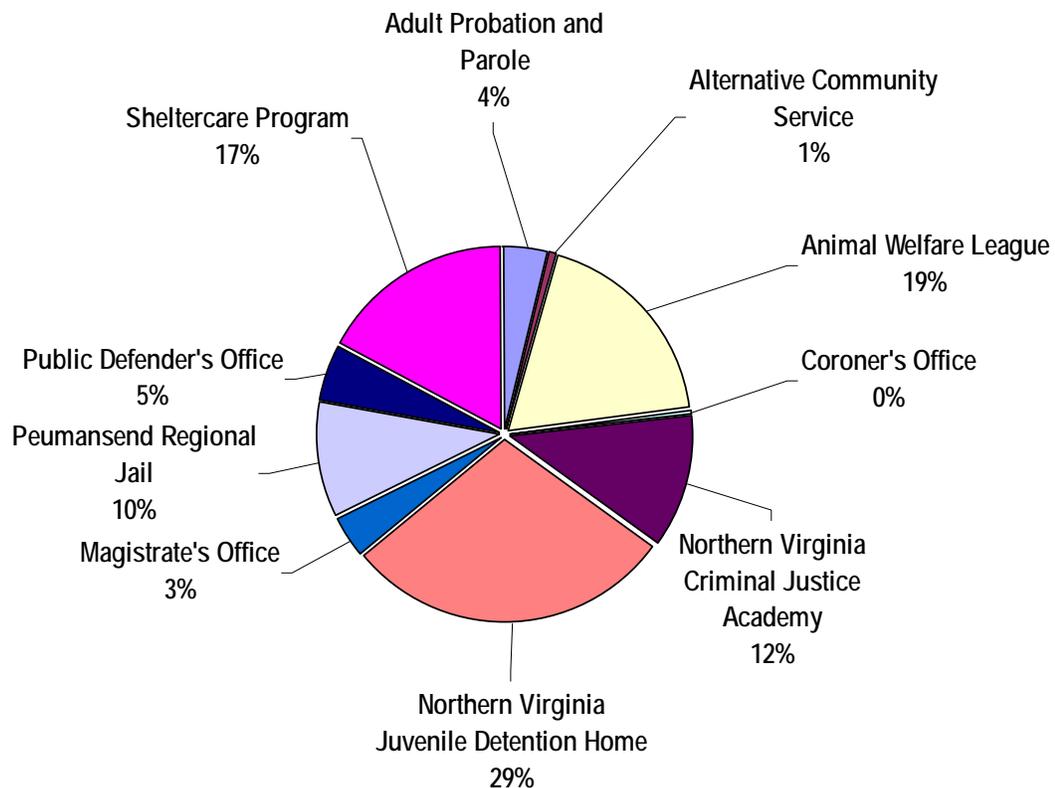
# Other Public Safety and Justice

## Selected Performance Measures

Selected Performance Measures *	FY 2007 Actual	FY 2008 Approved	FY 2008 Proposed
To Be Determined	NA	TBD	TBD
To Be Determined	NA	TBD	TBD
To Be Determined	NA	TBD	TBD

Performance Measures have not yet been developed for inclusion in the budget for these organizations that do not report to the City Manager. In the future it is the City Manager's intent to seek and report basic performance measures for each organization, even though City financial assistance to these organizations represents only a portion of their funding.

## FY 2009 Proposed Expenditures by Activity



## Other Public Safety and Justice

### Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel *	\$309,394	\$346,883	\$372,793	7.5%
Non-Personnel	4,468,599	4,808,655	5,097,041	6.0%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$4,777,993</u></b>	<b><u>\$5,155,538</u></b>	<b><u>\$5,469,834</u></b>	<b>6.1%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	198,333	198,999	198,333	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$198,333</u></b>	<b><u>\$198,999</u></b>	<b><u>\$198,333</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$4,579,660</u></b>	<b><u>\$4,956,539</u></b>	<b><u>\$5,271,501</u></b>	<b>6.4%</b>

\* Personnel expenditures are salary supplements, plus Social Security benefits, provided to employees in the Adult Probation and Parole Office and the Office of the Magistrate.

### Program Level Summary Information

#### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Other Public Safety and Justice	\$4,777,993	\$5,155,538	\$5,469,834	6.1%

## Other Public Safety and Justice

### Other Public Safety and Justice

The goal of Other Public Safety and Justice is to provide legal, correctional or animal welfare services for the citizens of Alexandria.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$4,777,993	\$5,155,538	\$5,469,834
Less Revenues	\$198,333	\$198,999	\$198,333
Net General Fund Expenditures	\$4,579,660	\$4,956,539	\$5,271,501

### Activity Data

ADULT PROBATION AND PAROLE – The goal of Adult Probation and Parole is to provide supervision of, and assistance and counseling to, parolees and persons on probation who live within the City.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$171,402	\$204,437	\$206,081
FTE's	0	0	0

ALTERNATIVE COMMUNITY SERVICE PROGRAM – The goal of the Alternative Community Service Program is to assist individuals with performing court-mandated community service within the City.			
Expenditures	\$27,090	\$30,000	\$30,000
FTE's	0	0	0

ANIMAL WELFARE LEAGUE OF ALEXANDRIA – The goal of the Animal Welfare League of Alexandria is to educate the community about animals, promote responsible pet care, prevent animal abuse, provide animal adoption services and operate an affordable spay/neuter program.			
Expenditures	\$980,817	\$997,493	\$1,032,405
FTE's	0	0	0

CORONER'S OFFICE – The goal of the Coroner's Office is to investigate all accidental or unattended deaths within the City.			
Expenditures	\$750	\$4,500	\$4,500
FTE's	0	0	0

NORTHERN VIRGINIA CRIMINAL JUSTICE TRAINING ACADEMY – The goal of the Northern Virginia Criminal Justice Training Academy is to provide certified training for sworn Police and Sheriff personnel and other law enforcement staff in 14 local governments and government-sanctioned organizations.			
Expenditures	\$528,411	\$549,175	\$635,034
FTE's	0	0	0

## Other Public Safety and Justice

### Other Public Safety and Justice, continued

NORTHERN VIRGINIA JUVENILE DETENTION HOME – The goal of the Northern Virginia Juvenile Detention Home is to confine juveniles who are awaiting disposition of their cases by the Juvenile and Domestic Relations District Court, awaiting transfer to a State facility, serving sentences of six months or less, or awaiting release into a work program.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,339,975	\$1,531,304	\$1,593,355
FTE's	0	0	0
OFFICE OF THE MAGISTRATE – The goal of the Office of the Magistrate is to issue arrest warrants, summonses, subpoenas, and civil warrants and conduct bond hearings to set bail for individuals charged with a criminal offense.			
Expenditures	\$146,653	\$151,035	\$183,541
FTE's	0	0	0
PEUMANSEND CREEK REGIONAL JAIL – The goal of the Peumansend Creek Regional Jail is to house low-risk, non-violent inmates in a minimum security setting so local jail space can house higher-risk inmates.			
Expenditures	\$546,688	\$573,475	\$573,475
FTE's	0	0	0
PUBLIC DEFENDER – The goal of the Public Defender is to serve as legal counsel for indigent Alexandria residents, both juveniles and adults, who have been charged with jailable offenses.			
Expenditures	\$196,879	\$217,168	\$272,732
FTE's	0	0	0
SHELTERCARE PROGRAM – The goal of the Sheltercare Program is to provide counseling services for troubled youth, runaways and abused children from Alexandria and Arlington.			
Expenditures	\$839,328	\$896,951	\$938,711
FTE's	0	0	0

## Other Public Safety and Justice

### Summary of Budget Changes

Adjustments to Maintain Current Service Levels			
Activity	Adjustment	FY 2009 Dept. Request	FY 2009 Proposed
<b>Office of the Magistrate</b>	<i>Janitorial cleaning service</i>	<b>\$9,400</b>	<b>\$9,400</b>
<p>The Office of the Magistrate is requesting \$9,400 for janitorial services, which were previously provided by Police Department staff before their relocation. The Office of Magistrate will use the same contractor as the Sheriff's Office for the provision of cleaning/janitorial services.</p>			
<b>Public Defender</b>	<i>Additional rental space</i>	<b>\$48,760</b>	<b>\$48,760</b>
<p>The City of Alexandria pays for office rental space for the Office of the Public Defender. The Public Defender is requesting to expand into space which will be vacated by the Alexandria Alcohol Safety Action Program (ASAP), which is contiguous to the current Public Defender space. The City has a long term lease for this space and the Public Defender has a need for additional space. Some additional costs (\$4,550) have been added to the budget for estimated "build out" expenses to reconfigure the space.</p>			

# Office of Voter Registration and Elections

**Mission Statement:** The mission of the Office of Voter Registration and Elections is to administer elections in accordance with federal, state, and local policies to ensure the legitimate and orderly transfer of power.

## FY 2009 Budget Summary Table and Highlights

Summary Table				Highlights
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	
Total Expenditures	\$997,582	\$1,060,361	\$1,267,815	<ul style="list-style-type: none"> <li>• In FY 2009 the proposed General Fund budget increased by \$207,454 (19.6%) reflecting costs related to a U.S. Presidential election year.</li> <li>• FY 2009 personnel costs increased by \$137,317, or 19.1%; the increase was due to seasonal personnel and overtime costs associated with two elections: (1) General election to be held on November 4, 2008 for the U.S. President, Vice President, U. S. Senate and the House of Representatives; and (2) General election to be held on May 5, 2009 for Mayor, City Council and School Board. The increase in personnel costs is also due to employee merit adjustments and increased retirement costs.</li> <li>• Total non-personnel costs increased by \$70,317, or 20.5%, due to costs associated with the above mentioned two elections, including printing and binding, mail preparation, postage and operating supplies; offset by expenditure reductions described on page 5.</li> </ul>
Less Revenues	\$0	\$0	\$0	
Net Gen. Fund Expenditures	\$997,582	\$1,060,361	\$1,267,815	
FTE's	6.6	6.6	6.6	

### Voter Registration & Elections Programs and Activities

Voter Registration & Elections  
 Voter Registration  
 Election Administration

### Dept Info

**Department Contact Info**  
 703.838.4050  
<http://alexandriava.gov/elections/>

**General Registrar**  
 Tom Parkins  
[tom.parkins@alexandriava.gov](mailto:tom.parkins@alexandriava.gov)

**Elections Administrator**  
 Eric Spicer  
 703.838.4050  
[eric.spicer@alexandriava.gov](mailto:eric.spicer@alexandriava.gov)

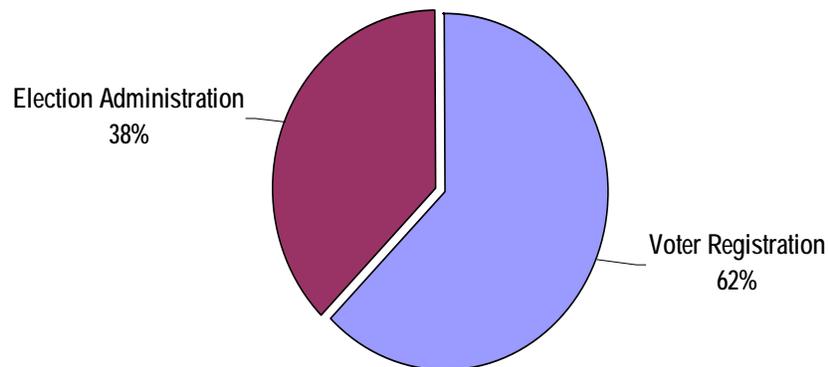
# Office of Voter Registration and Elections

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of registered voters	79,988	82,000	90,000
# of voter registration transactions <sup>1</sup>	90,564	71,000	156,000
Cost of Voter Registration per registered voter	\$8.16	\$8.25	\$8.76
# of elections administered	1	3	2
Cost of Election Administration per registered voter served (precincts and absentee voting)	\$7.60	\$9.13	\$5.99

<sup>1</sup> Increased # of registration transactions in FY 2009 is the result of an anticipated increase in activity associated with the Presidential elections.

## FY 2009 Proposed Expenditures by Activity



# Office of Voter Registration and Elections

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$693,995	\$717,868	\$855,185	19.1%
Non-Personnel	303,156	342,493	412,630	20.5%
Capital Goods Outlay	431	0	0	0.0%
<b>Total Expenditures</b>	<b>\$997,582</b>	<b>\$1,060,361</b>	<b>\$1,267,815</b>	<b>19.6%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$997,582</b>	<b>\$1,060,361</b>	<b>\$1,267,815</b>	<b>19.6%</b>
<b>Total Department FTE's</b>	<b>6.6</b>	<b>6.6</b>	<b>6.6</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Voter Registration and Elections	\$997,582	\$1,060,361	\$1,267,815	19.6%
<b>Total Expenditures</b>	<b>\$997,582</b>	<b>\$1,060,361</b>	<b>\$1,267,815</b>	<b>19.6%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Voter Registration and Elections	6.6	6.6	6.6	0.0%
<b>Total Full-time Equivalents</b>	<b>6.6</b>	<b>6.6</b>	<b>6.6</b>	<b>0.0%</b>

# Office of Voter Registration and Elections

## Voter Registration & Elections Program

The goal of the Voter Registration & Elections Program is to administer election programs relative to voter eligibility, voter information/education, and candidate eligibility; and to administer the electoral process for the voters, candidates, and the community in order to ensure that every voter has a fair and equal opportunity to participate in the election process.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$997,582	\$1,060,361	\$1,267,815
Less Revenues	0	0	0
Net General Fund Expenditures	\$997,582	\$1,060,361	\$1,267,815
Program Outcomes			
% of Voter Registration & Election Administration activities in compliance with Election Board, state and federal laws and regulations.	99.99%	99.99%	99.99%

### Activity Data

VOTER REGISTRATION – The goal of the Voter Registration activity is to maintain an accurate list of City of Alexandria Voters, verify voters who present themselves to vote either at the polling place or by absentee application, and to educate and inform voters on a range of electoral issues through direct contact, via the world wide web, and by mail.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$652,596	\$676,796	\$788,529
FTE's	4.6	4.6	4.6
# of voter registration transactions <sup>1</sup>	90,564	71,000	156,000
# of registered voters	79,988	82,000	90,000
Cost of Voter Registration per registered voter	\$8.16	\$8.25	\$8.76
% of voter registration records accurate <sup>2</sup>	92%	84%	84%

<sup>1</sup> Increased # of registration transactions in FY 2009 is the result of an anticipated increase in activity associated with the Presidential elections.

<sup>2</sup> Based on voter list, which includes both "active" and "inactive" voters. Inactive voters reflect evidence of change of address.

ELECTION ADMINISTRATION – The goal of Elections Administration is to conduct the election for citizens of Alexandria; to fairly elect leadership for our government; and to ensure that all candidates file accurate finance reports, comply with filing deadlines, and provide full disclosure of the campaign's financial activities to the public.			
Expenditures	\$344,986	\$383,565	\$479,286
FTE's	2.0	2.0	2.0
# of elections administered	1	3	2
# of absentee voters (in-person, ballots mailed and emailed) served	4,045	2,000	10,000
# of registered voters served (precincts and absentee voting)	45,410	42,000	80,000
Cost of Election Administration per registered voter served (precincts and absentee voting)	\$7.60	\$9.13	\$5.99
# of finance reports filed	63	58	130
% of results reported within 2 hours of poll closing	100%	100%	100%

# Office of Voter Registration and Elections

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>Voter Reg. &amp; Elections</b>	<i>1. Increased personnel costs for Election Day activity</i>	<b>\$120,709</b>
<p>This adjustment is due to anticipated presidential-year increase in activity and a large number of election officials to be trained and appointed for election day.</p>		
<b>Voter Reg. &amp; Elections</b>	<i>2. Increased non-personnel costs for voter registration, absentee ballot and voter information programs</i>	<b>\$71,300</b>
<p>This adjustment assumes additional costs for printing, postage, mailing preparation and operating supplies, due to an anticipated presidential-year increase in voter registration, absentee ballots and other voter information programs.</p>		

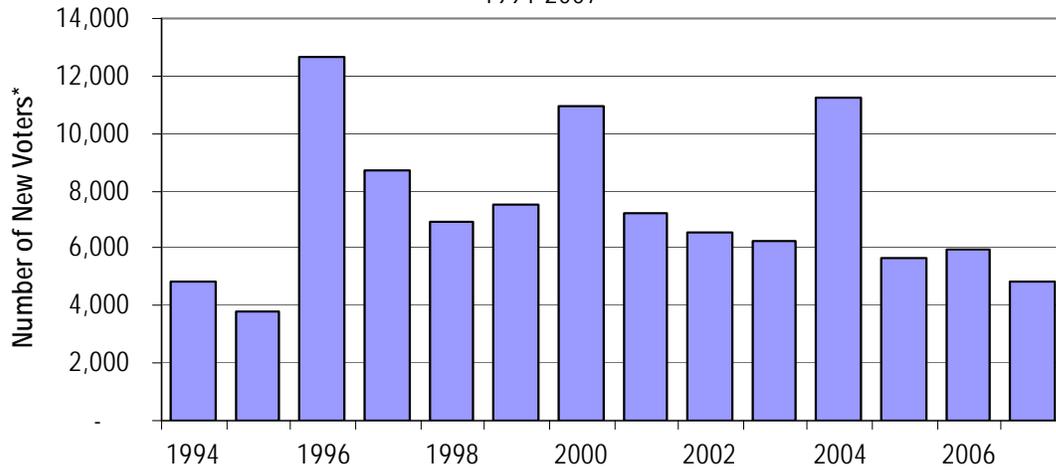
### Expenditure Reductions

Activity	Reduction Option	FY 2009 Proposed
<b>Voter Registration &amp; Elections</b>	<i>Repair cost for voting machines</i>	<b>\$5,002</b>
<p>In November 2003, the City purchased a new voting system which included a three-year warranty covering the cost of materials and labor for repairs. When the warranty expired on October 31, 2006, there was an option to extend it. This warranty was not renewed (since only one voting machine had required repairs in the previous three years). Instead, it was determined that \$10,000 should be set aside each year in an Equipment Maintenance account to self-insure for this expense. However, due to budget constraints in FY 2009, this amount was reduced by \$5,002 to \$4,998.</p>		

# Office of Voter Registration and Elections

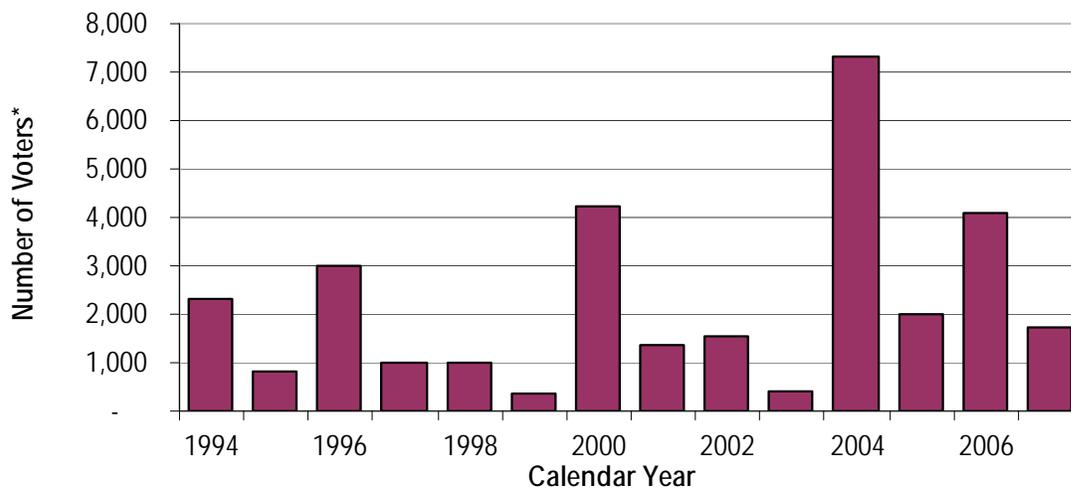
## New Alexandria Voters Registered

1994-2007



## Absentee Voters

1994-2007



\*Voter registration follows a cyclical pattern, with the largest increase in new voters registered occurring in Presidential election years (1992, 1996, 2000, 2004 and 2008).

# Office of Voter Registration and Elections

## "Net City Share" of Registrar's Office

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
<b>General Fund Expenditures</b>			
Personnel	\$ 693,995	\$ 717,868	\$ 855,185
Non-Personnel	303,156	342,493	412,630
Capital Goods	431	-	-
<i>Total General Fund Expenditures</i>	<u>\$ 997,582</u>	<u>\$ 1,060,361</u>	<u>\$ 1,267,815</u>
<b>General Fund Revenues<sup>11</sup></b>			
State Reimbursement for Personnel Costs	\$ 81,864	\$ 78,300	\$ 74,385
<b>Net City Share (General Fund Expenditures less General Fund Revenues)</b>	<u>\$ 915,718</u>	<u>\$ 982,061</u>	<u>\$ 1,193,430</u>

<sup>11</sup> These revenues are not reflected in the Registrar's budget. This revenue from the Commonwealth is for the Registrar's and Electoral Board's salaries. The Registrar's salary is supplemented by the City

# Sheriff's Office

**Mission Statement:** The mission of the Sheriff's Office is to maintain the safety and security of City residents and those committed to the care of the Sheriff's Office; to discharge all duties and obligations mandated by the Constitution of the United States, the Constitution of the Commonwealth of Virginia, and the Alexandria City Charter.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$24,787,888	\$26,049,185	\$27,117,828
Less Revenues	\$749,827	\$967,532	\$978,117
Net Gen. Fund Expenditures	\$24,038,061	\$25,081,653	\$26,139,711
Authorized Positions (FTE's)	215.0	216.0	217.0

- Total non-personnel costs increased by \$254,991, or 6.3% due to changes described later in this section.
- Capital Outlay decreased by \$38,908, or 18.2%, due to a reduction in the number of vehicles schedule for replacement in FY 2009.
- There is an increase of one FTE for an administrative support position in Alexandria's Alcohol Safety Action Program (ASAP) to be funded entirely by ASAP fees.

### Highlights

- In FY 2009, the Proposed General Fund budget increases by \$1,058,058 or 4.2%.
- FY 2009 personnel costs increased by \$852,560 or 3.9% due to step adjustments and increases in health care and retirement costs.

## Sheriff Programs and Activities

### Leadership and General Management

Information Tech Management  
Training  
Planning and Project Mgmt.  
Leadership and General Mgmt.  
Fleet & Uniform Management

### Detention Center Security

Security Operations

### Field Operations

Transportation  
Warrant Service  
Gang Intelligence

### Inmate Services

Inmate Programs  
Inmate Alternative Programs  
Inmate Classification  
Medical Services  
Mental Health Services

### Detention Center Support Services

Records  
Facility Support  
Food Services  
Community Work Detail

### Judicial Services

Courthouse/Courtroom Security  
Legal Process Service

## Department Information

### Department Contact Info

703.838.4114  
<http://alexandriava.gov/sheriff/>

### Department Head

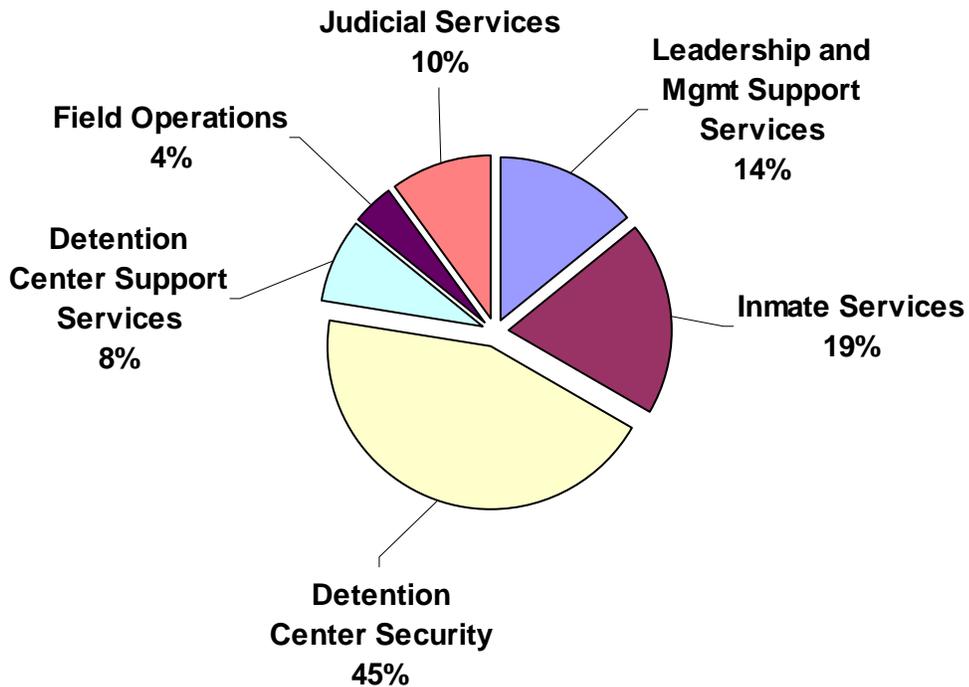
Dana Lawhorne, Sheriff  
703.838.4114  
Dana.Lawhorne@alexandriava.gov

# Sheriff's Office

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Average daily population served	496	500	500
% of inmates held without escape	100%	100%	100%
Security operations -cost per inmate served per day	\$59.58	\$62.11	\$65.89
# of meals served per day	1,488	1,500	1,500
Food service-cost per meal served	\$1.07	\$1.12	\$1.17
Facility support-cost per inmate served per day	\$3.40	\$3.54	\$4.24
# of Courthouse users screened annually	323,560	323,560	323,560

## FY 2009 Proposed Expenditures by Program



# Sheriff's Office

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$20,710,664	\$21,783,656	\$22,636,216	3.9%
Non-Personnel	4,042,641	4,051,957	4,306,948	6.3%
Capital Goods Outlay	34,583	213,572	174,664	-18.2%
Interfund Transfers	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$24,787,888</b>	<b>\$26,049,185</b>	<b>\$27,117,828</b>	<b>4.1%</b>
<b>Less Revenues</b>				
Internal Service	\$15,660	\$203,572	\$164,664	-19.1%
Special Revenue Fund	734,167	763,960	813,453	6.5%
<b>Total Designated Funding Sources</b>	<b>\$749,827</b>	<b>\$967,532</b>	<b>\$978,117</b>	<b>1.1%</b>
<b>Net General Fund Expenditures</b>	<b>\$24,038,061</b>	<b>\$25,081,653</b>	<b>\$26,139,711</b>	<b>4.2%</b>
<b>Total Department FTE's</b>	<b>215.0</b>	<b>216.0</b>	<b>217.0</b>	<b>0.5%</b>

## Program Level Summary Information

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership and Management Support Services	\$3,606,254	\$3,789,753	\$3,807,207	0.5%
Inmate Services	4,899,401	5,148,700	5,214,294	1.3%
Detention Center Security	10,785,827	11,334,649	12,025,483	6.1%
Detention Center Support Services	\$2,078,968	2,184,753	2,201,069	0.7%
Field Operations	\$1,025,920	1,078,123	1,173,787	8.9%
Judicial Services	\$2,391,518	2,513,207	2,695,988	7.3%
<b>Total Expenditures</b>	<b>\$24,787,888</b>	<b>\$26,049,185</b>	<b>\$27,117,828</b>	<b>4.1%</b>

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership and Management Support Services	26.2	30.7	30.7	0.0%
Inmate Services	25.3	25.0	26.0	4.0%
Detention Center Security	111.7	111.6	111.6	0.0%
Detention Center Support Services	17.1	14.7	14.7	0.0%
Field Operations	9.9	9.7	9.7	0.0%
Judicial Services	24.8	24.3	24.3	0.0%
<b>Total Full-time Equivalents</b>	<b>215.0</b>	<b>216.0</b>	<b>217.0</b>	<b>0.5%</b>

# Sheriff's Office

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide financial, personnel and planning support services to facilitate the operation of the Sheriff's Office.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	14.5%	14.5%	14.0%
Total Expenditures	\$3,606,254	\$3,789,753	\$3,807,207
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$3,606,254	\$3,789,753	\$3,807,207
<b>Program Outcomes</b>			
% of effectiveness targets achieved	100%	100%	100%

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, planning and support services to facilitate the operations of the Sheriff's Office.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,693,405	\$1,779,572	\$1,791,465
FTE's	12.5	16.9	16.9
# of departmental FTE's managed	215	216	217
# of citizen complaints relating to Internal Affairs	14	14	14
# of litigation management hours	150	80	80
# of background investigations	NA	150	150
% of payment (receivables) received by City on time	100%	100%	100%
% of divisions performing within budgetary guidelines	100%	100%	100%
% of complaints resolved in compliance with policy/procedure	100%	100%	100%
% staff vacancy rate	2.5%	3.0%	3.0%
Leadership & General Management support services cost as a % of dept. expend.	14.5%	14.5%	14.0%
% of dept. effectiveness targets met in all programs	100%	100%	100%

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to provide computer (hardware/software) support for Sheriff's Office staff to ensure effective and efficient Sheriff's Office operations.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$619,165	\$650,670	\$596,503
FTE's	3.8	3.8	3.8
# of requests responded to for computer and technical issues	NA	600	600
Cost per system user	\$2,880	\$3,012	\$2,749
% of requests responded to	100%	100%	100%

TRAINING – The goal of Training is to coordinate training for all staff, meet state mandated standards, and provide the City and Sheriff's Office with the most highly trained and professional work force			
Expenditures	\$629,779	\$661,824	\$692,978
FTE's	6.0	6.0	6.0
# of training hours provided	22,435	20,000	20,000
Cost per training hour	\$28.07	\$33.09	\$34.65
% of sworn staff receiving a minimum of 40 hours of training annually	100%	100%	100%

# Sheriff's Office

## Leadership and Management Support Services Program, continued

### Activity Data

<b>PLANNING AND PROJECT MANAGEMENT – The goal of Planning and Project Management is to provide for on going assessment of Office strengths and weaknesses, defend lawsuits, improve staff morale, and provide for a safe productive work environment.</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Approved</b>	<b>FY 2009 Proposed</b>
Expenditures	\$289,167	\$303,881	\$309,111
FTE's	2.4	2.4	2.4
# of audits/certifications, mock audits, accreditations conducted	1	1	3
# of policy reviews and revisions	NA	20	80
# of Accreditations maintained	4	4	4
# of Accreditation standards maintained	NA	928	928
# of community events/activities	NA	60	75
Daily cost per accreditation standard maintained	NA	\$ 0.90	\$ 0.91
# of Public Relations interactions	NA	50	50
% of community requests for attendance accomodated	100%	100%	100%
% of successful audits	100%	100%	100%

<b>FLEET AND UNIFORM MANAGEMENT – The goal of Fleet and Uniform Management is to manage the fleet, uniforms, and equipment for the Sheriff's Office.*</b>			
Expenditures	\$374,738	\$393,806	\$417,150
FTE's	1.6	1.6	1.6
% of time fleet in operational readiness	100%	100%	100%
% of staff adequately equipped	100.0%	100.0%	100%
Daily cost per FTE to equip and maintain in a ready status vehicles and equipment	\$ 5.99	\$ 6.27	\$ 6.64

# Sheriff's Office

## Inmate Services Program

The goal of Inmate Services is to coordinate and deliver services to inmates within the Detention Center.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	19.8%	19.8%	19.2%
Total Expenditures	\$4,899,401	\$5,148,700	\$5,214,294
Less Revenues	\$734,167	\$763,960	\$813,453
Net General Fund Expenditures	\$4,165,234	\$4,384,740	\$4,400,841
<b>Program Outcomes</b>			
% of inmates successfully completing programs (regular and alternative)	NA	100%	100%

### Activity Data

<b>INMATE PROGRAMS – The goal of Inmate Programs is to recruit, coordinate, and oversee volunteers and programs for the purpose of inmate rehabilitation.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$522,158	\$548,727	\$598,841
FTE's	2.3	4.0	4.0
# of inmate participants entering Sober Living Program (males and females)	NA	100	100
# of inmate participants entering WEC (Females only)	NA	100	100
# of inmate participants - GED (Males and Females)	NA	160	160
# of inmate participants - Masters (Males only)	NA	160	160
# of inmate participants - Life Learning	NA	75	75
# of inmate participant days for all programs	NA	12,800	12,800
Daily Cost to maintain program opportunities for inmate population per inmate(above listed programs)	NA	\$3.01	\$3.28
% of inmates participating in a program	NA	15%	15%

<b>INMATE ALTERNATIVE PROGRAMS – The goal of Alternative Programs is to provide sentencing alternatives to the local judiciary for individuals who meet local and state requirements such as local probation, community service and work release. This includes the Alcohol Safety Action Program (ASAP).</b>			
Expenditures	\$1,320,553	\$1,387,747	\$1,335,576
FTE's	13.4	11.0	12.0
# of participant days - Modified Work Release (Males and Females)	1,960	1,764	1,764
# of participant days - Work Release (Males and Females)	1,037	726	726
# of participant days - incremental sentences (Weekenders)	1,708	1,657	1,657
# of Participants Days - ASAP	NA	89,000	89,000
# of Participants Days - ACCP	NA	50,000	50,000
Cost per participant per all programs	NA	\$ 9.69	\$ 9.33
% of participants successfully completing program - Incremental Sentences (Weekenders)	NA	95%	95%

<b>INMATE CLASSIFICATION – The goal of Inmate Classification is to evaluate inmates to determine appropriate housing and services in order to manage inmates within the Detention Center.</b>			
Expenditures	\$806,445	\$847,480	\$844,862
FTE's	9.3	8.8	8.8
# of intake interviews	NA	2,727	2,727
Cost per inmate served (ADP) per day	\$4.45	\$4.64	\$4.63
% of inmates who do not commit suicide during incarceration	100%	100%	100%

# Sheriff's Office

## Inmate Services Program, continued

### Activity Data

MEDICAL SERVICES – The goal of Medical Services is to provide medical care and treatment to the inmate population.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,860,474	\$1,955,142	\$1,993,954
FTE's	0.2	0.1	0.1
Cost per inmate per day	\$ 10.28	\$ 10.71	\$ 10.93
% of mandatory medical standards met	100%	100%	100%

MENTAL HEALTH SERVICES – The goal of Mental Health Services is to provide mental health care and treatment to the inmate population.			
Expenditures	\$389,771	\$409,604	\$441,061
FTE's	0.2	0.1	0.1
Cost per inmate per day	\$ 2.15	\$ 2.24	\$ 2.42
% of inmates no suicide	100%	100%	100%

# Sheriff's Office

## Detention Center Security Program

The goal of Detention Center Security is to provide staff and procedures to ensure the safety and security of inmates, staff, and the public within the confines of the Public Safety Complex and the Detention Center.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	43.5%	43.5%	44.3%
Total Expenditures	\$10,785,827	\$11,334,649	\$12,025,483
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$10,785,827	\$11,334,649	\$12,025,483
Program Outcomes			
% of inmates held without escape from the Detention Center Population	100%	100%	100%

### Activity Data

SECURITY OPERATIONS – The goal of security operations is to coordinate the management/supervision of all inmates (high and medium security); to minimize risk to staff, visitors, other inmates, themselves, and the general public.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$10,785,827	\$11,334,649	\$12,025,483
FTE's	112.2	111.6	111.6
# of intakes	10,981	10,981	11,000
# of shakedown	17,783	17,783	18,040
# of intake property	NA	8,712	8,712
# of social visits	10,722	11,500	12,000
# of professional visits	1,905	3,000	3,000
% of inmates held without escape	100%	100%	100%
% of property handled without incident	100%	100%	100%
% of social visits without incident	100%	100%	100%
% of professional visits without incident	100%	100%	100%
Cost per inmate served (ADP) per day	\$59.58	\$62.11	\$65.89

# Sheriff's Office

## Detention Center Support Services Program

The goal of Detention Center Support Services is to provide daily operational support to all divisions of the Sheriff's Office through safety and health inspections, procurement services, general maintenance, telephone services and custodial services.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	8.4%	8.4%	8.1%
Total Expenditures	\$2,078,968	\$2,184,753	\$2,201,069
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,078,968	\$2,184,753	\$2,201,069
Program Outcomes			
% effectiveness of targets achieved	100%	100%	100%

### Activity Data

RECORDS – The goal of Records is to process and maintain all required information on inmates committed to the custody of the Sheriff's Office in accordance with State of Virginia Code.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$738,102	\$775,659	\$599,861
FTE's	9.5	7.3	7.3
# of inmate records processed annually	24,776	25,000	26,000
Cost per inmate record	\$29.79	\$31.03	\$23.07
# of entries into the State LIDS system	16,515	16,515	16,515
% of successful LIDS audits	100%	100%	100%
% of incarcerations without improper detentions or erroneous releases	99.9%	100%	100%

FACILITY SUPPORT – The goal of Facility Support is to maintain detention center building components, provide maintenance, logistical support, supervise and coordinate inmate work details.			
Expenditures	\$615,509	\$646,828	\$773,190
FTE's	6.2	5.1	5.1
Square footage supported	143,604	143,604	143,604
Cost per inmate served (ADP) per day to maintain upkeep of PSC	\$3.40	\$3.54	\$4.24
% of DOC Standards met	100%	100%	100%
% of ACA Standards met	99%	100%	96%

FOOD SERVICES – The goal of Food Services is to provide meals for inmates within the Detention Center.			
Expenditures	\$580,962	\$610,523	\$638,650
FTE's	0.2	0.3	0.3
# of meals served per day	1,488	1,500	1,500
Cost per meal served	\$1.07	\$1.12	\$1.17
% of ACA Standards met	100%	100%	100%
% of DOC Standards met	100%	100%	100%

COMMUNITY WORK DETAIL – The goal of the Community Work Detail activity is to provide community service through the use of inmate labor to the City of Alexandria.*			
Expenditures	\$144,396	\$151,743	\$189,368
FTE's	0.3	2.2	2.2
# of inmate participants	4	8	8
# of service hours provided	4,413	5,000	5,000
\$ value of inmate hours provided	\$53,574	\$75,000	\$75,000
Cost per inmate hours	\$32.72	\$30.35	\$37.87
% of Community Requests responded to	NA	100%	100%

# Sheriff's Office

## Field Operations Program

The goal of Field Operations is to provide for prisoner transportation for all inmates requiring transportation to required proceedings and/or services; to conduct field investigations to effect arrests of known offenders based on criminal capias' and warrants; and to coordinate intelligence gathering on inmates connected to gangs or gang affiliation.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	4.1%	4.1%	4.3%
Total Expenditures	\$1,025,920	\$1,078,123	\$1,173,787
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,025,920	\$1,078,123	\$1,173,787

### Activity Data

TRANSPORTATION – The goal of Transportation is to safely transport prisoners to and from other jails, prison facilities, hospitals, mental institutions, and per Court order.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$402,935	\$423,438	\$447,524
FTE's	4.0	3.9	3.9
# of transports completed	2,386	2,400	2,500
Cost per transport	\$169	\$176	\$179
% of prisoner transports completed without incident	100%	100%	100%

WARRANT SERVICE – The goal of Warrant Service is to investigate and apprehend offenders on arrest warrants (capiases) issued by the courts.			
Expenditures	\$420,013	\$441,385	\$490,624
FTE's	4.0	3.9	3.9
# of arrest warrants processed	2,847	2,500	2,500
# of arrest warrants executed	1,623	1,500	1,500
Cost per arrest warrant processed	\$148	\$177	\$196
# of individuals arrested	1,224	1,000	1,000

GANG INTELLIGENCE – The goal of Gang Intelligence is to gather information and maintain information necessary to effectively classify and house inmates with gang affiliations in a safe and secure manner.			
Expenditures	\$202,972	\$213,300	\$235,639
FTE's	2.0	1.9	1.9
# of inmate investigations related to gang activity conducted	7,214	7,214	7,300
# of inmates identified having gang affiliations	162	162	162
Cost per inmate served (ADP) per day	\$1.12	\$1.17	\$1.29
% of Gang related incidents in the Facility	NA	0.0%	0.0%

# Sheriff's Office

## Judicial Services Program

The goal of Judicial Services is to provide Courthouse and Courtroom security for all activities and proceedings taking place in the Alexandria Courthouse; to ensure the safe and secure transport of all prisoners whose presence is required at Courthouse proceedings; and to provide effective service of all legal documents.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	9.6%	9.6%	9.9%
Total Expenditures	\$2,391,518	\$2,513,207	\$2,695,988
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,391,518	\$2,513,207	\$2,695,988
<b>Program Outcomes</b>			
% of prisoners in custody in the courthouse without escape or security incident	100%	100%	100%
% of documents served	100%	100%	100%

### Activity Data

<b>COURTHOUSE SECURITY – The goal of Courthouse Security is to screen all entrants and deliveries, maintain prisoner lockup and provide security surveillance and response in order to ensure the safety of all personnel, visitors, and prisoners in the Alexandria Courthouse.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,697,911	\$1,784,307	\$1,866,967
FTE's	18.2	17.4	17.4
# of screenings conducted	323,560	323,560	323,560
# of prisoners secured in the Courthouse	2,701	2,700	2,700
# of court proceedings held	77,261	77,261	77,261
Cost of Security per Courthouse user and inmate held	\$4.21	\$4.42	\$4.63
% of prisoners in custody in the courthouse held without escape	100%	100%	100%
% of proceedings held without security incident	100%	99.9%	100%

<b>LEGAL PROCESS SERVICE – The goal of Legal Process Service is to properly execute or serve all legal documents.</b>			
Expenditures	\$693,607	\$728,900	\$829,021
FTE's	6.7	6.9	6.9
# of valid documents received	19,991	19,991	20,000
# of attempted services	6,981	7,000	7,000
# of documents served including attempted services	26,972	26,991	27,000
Cost per document received	\$34.70	\$36.46	\$41.45
% of documents served	100%	100%	100%

# Sheriff's Office

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>Uniforms and Equipment</b>	<i>Firearms Replacement</i>	<b>\$13,050</b>
The Glock Model 23 Firearms issued to 180 sworn Deputies have reached the end of their recommended service life. The Sheriff's Office plans to replace 90 in FY 2009 and 90 in FY 2010.		
<b>Uniforms and Equipment</b>	<i>Security Holster Replacement</i>	<b>\$13,500</b>
The Sheriff's Office plans to replace their existing weapons holsters with a model that provides significantly higher security. The new holsters, already purchased by the Police Department for their officers, reduce the risk that a weapon can be forcibly removed from the holster by an inmate or arrestee.		
<b>Various</b>	<i>Inflationary Adjustments for Contracts</i>	<b>\$120,214</b>
Includes inflationary adjustments of approximately 3.4% for trash removal (\$853), mental health (\$42,568), custodial services (\$1,249), hazardous waste disposal services (\$314), medical services (\$55,311), and food services (\$19,919) contracts.		
<b>Inmate Programs</b>	<i>Offender Aid and Restoration</i>	<b>\$50,000</b>
Offender Aid and Restoration (OAR) provides assistance for inmates making the transition from incarceration to the Community. The City pays \$49,411 annually toward this program; the remaining share of over \$100,000 is paid out of the Canteen Fund. In FY 2007, the City agreed that in the future, the City's payment would be increased to the extent that the equity in the Canteen Fund balance dropped below \$400,000. According to the Canteen Fund's audited balance sheet as of June 30, 2007, the equity balance was approximately \$350,000. This request should restore the Canteen Fund's balance to \$400,000 by the end of FY 2009. This is a one-time only addition to the base budget.		
<b>Inmate Programs</b>	<i>City's Share of GED Teacher</i>	<b>\$2,272</b>
The City contributes to a teacher position in the Detention Center. The increase includes the City's share of the market rate and step increases.		
<b>Various</b>	<i>Blackberry, Mobile Data Browser Support</i>	<b>\$7,200</b>
Includes funds to maintain Blackberries support contract, Mobile Data Browsers support contract, and a wireless contract to connect to the City of Alexandria computer network.		

### Supplemental Adjustments to the Budget

Activity	Supplemental Request	FY 2009 Proposed
<b>Inmate Alternative Programs</b>	<i>Secretary for ASAP</i>	<b>\$35,000</b>
This Secretary I position will provide administrative support for Alexandria's Alcohol Safety Action Program. Because the position will be funded out of ASAP fee revenues, there is no General Fund fiscal impact. The position will increase Sheriff FTE's by one.		

# Sheriff's Office

## Summary of Budget Changes, con't

### Expenditure Reductions

Activity	Reduction Option	FY 2009 Proposed
<b>Security Operations</b>	<i>Hold position open during FY 2009</i>	<b>\$70,000</b>
The Sheriff's Office will maintain one vacant Deputy Sheriff position during FY 2009.		
<b>TOTAL</b>		<b>\$70,000</b>

### Changes Recommended in City Manager's Alternative Budget

Activity	Option	FY 2009 Impact
<b>Security Operations</b>	<i>Emergency Response Team</i>	<b>\$40,000</b>
The Sheriff's Office is in the process of creating a Sheriff's Emergency Reponse Team (SERT). The team's members will be trained to respond to high risk or emergency situations inside the Detention Center. This includes the cost of equipment including protective helmets, gloves, and shields (\$15,000), and quarterly training (\$25,000).		
<b>Fleet and Uniform Management</b>	<i>Marked Vehicle</i>	<b>\$2,365</b>
The Sheriff's Office has assigned one Deputy Sheriff as a Community Resource Deputy, responsible for interacting with Community Organizations and participating in City special events. The Deputy requires the assignment of a dedicated vehicle to furnish a base of operations. The Sheriff's Office would like to retain one of its vehicles which would ordinarily be retired. The General Fund impact of \$2,365 consists of fuel and upkeep for the vehicle. This would expand the size of the Sheriff's fleet by one vehicle. When this vehicle needs to be replaced the cost would be approximately \$32,000 and the annual depreciation amount would be around \$4,600 based on current prices.		
<b>Inmate Programs</b>	<i>Lengthen Contract for GED Instructor</i>	<b>\$7,296</b>
The Office of Sheriff has one GED instructor on contract for 180 days. Approval of the supplemental would lengthen the position to 240 days, enabling the instructor to increase the time spent preparing inmates for their GED testing.		

# Sheriff's Office

## Miscellaneous Department Information

### Net City Share of Sheriff's Office Operations

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
General Fund Expenditures	\$24,038,061	\$25,081,653	\$26,139,711
<b>Sheriff Related General Fund Revenues</b>			
Federal Prisoner Per Diem	\$5,740,546	\$5,913,000	\$6,363,000
State Compensation Board*	\$5,298,857	\$5,217,521	\$4,217,521
State Prisoner Per Diem	\$1,036,848	\$1,000,000	\$1,000,000
State Criminal Alien Assistance Program	\$249,942	\$165,000	\$245,000
Sheriff's Fees	\$12,101	\$12,000	\$12,000
Work Release Fees	\$21,747	\$10,000	\$10,000
<b>Total</b>	<b>\$12,360,041</b>	<b>\$12,317,521</b>	<b>\$11,847,521</b>
<b>Net City Share (General Fund Exp Less Related Revenues)</b>	<b>\$11,678,020</b>	<b>\$12,764,132</b>	<b>\$14,292,190</b>

\*For FY 2009, the revenues budgeted have been reduced by \$1.0 million in the State Compensation Board category. This reflects the Governor's budget proposal to benefit from the City's Federal Prisoner Per Diem revenues by reducing the State Compensation Board revenues by \$1.0 million. The General Assembly will need to approve or disapprove this proposed state revenue capture when they approve the state budget.

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# General Government

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# Office of Citizen Assistance

**Mission Statement:** The mission of the Office of Citizen Assistance is to provide citizens with an easily accessible point of contact within City government by responding to individual citizen requests for information or complaints about City services, resolving consumer complaints, regulating cable television services in the City, franchise compliance, and processing all requests for materials under the VA Freedom of Information Act (FOIA).

## FY 2009 Budget Summary Table and Highlights

Summary Table				Highlights
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	
Total Expenditures	\$740,127	\$731,147	\$771,116	<p>•In FY 2009 the proposed General Fund budget increased by \$39,969 (5.5%).</p> <p>•FY 2009 personnel costs increased by \$35,372, or 5.6%; the increase was due to the restoration of a full-time position in FY 2008 described on page 7. The personnel budget also includes employee merit adjustments and increased retirement costs.</p> <p>•Total non-personnel costs increased \$4,597, or 4.4%, due to the transfer of the Know Your City Publication (\$7,000) and the U.S.S. Alexandria (\$5,000) accounts from Non-Departmental to the Citizen Assistance budget; partially offset by expenditure reductions (\$6,500) described on page 7.</p>
Less Revenues	\$15,064	\$5,498	\$5,498	
Net Gen. Fund Expenditures	\$725,063	\$725,649	\$765,618	
FTE's	7.7	7.8	7.8	

Citizen Assistance Programs and Activities	
<p><b>Citizen Assistance</b>                      Citizen Inquiries,                      Complaints and City Hall                      Switchboard                      Board and Commission Administrative                      Support                      Council Requests Processing                      Information Dissemination                      Sister Cities Committee</p> <p><b>Consumer Affairs</b>                      Consumer Complaint                      Cable Television Operations</p>	

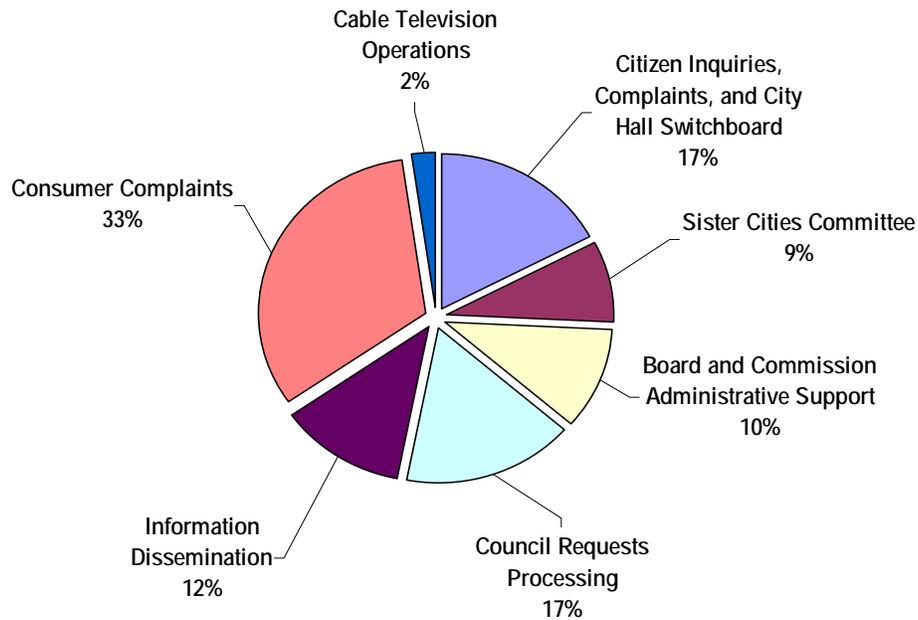
Dept Info
<p><b>Department Contact Info</b>                      703.838.4800  <a href="http://alexandriava.gov/citizen/">http://alexandriava.gov/citizen/</a></p> <p><b>Department Head</b>                      Rose Boyd, Director                      703.838.4800  <a href="mailto:rose.boyd@alexandriava.gov">rose.boyd@alexandriava.gov</a></p>

# Office of Citizen Assistance

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total # of citizens assisted (transactions)	57,802	64,600	64,600
# of Freedom of Information Act (FOIA) requests filed	547	550	550
# of formal Council requests processed	231	250	300
# of informal Council requests processed	503	600	600
# of consumer complaints received	479	500	500
% of consumer complaints responded to within 10 working days	100%	100%	100%

## FY 2009 Proposed Expenditures by Activity



# Office of Citizen Assistance

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed <sup>1</sup>	% Change 2008-2009
Personnel	\$632,771	\$627,239	\$662,611	5.6%
Non-Personnel	107,260	103,908	108,505	4.4%
Capital Goods Outlay	96	0	0	0.0%
<b>Total Expenditures</b>	<b>\$740,127</b>	<b>\$731,147</b>	<b>\$771,116</b>	<b>5.5%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund <sup>2</sup>	15,064	5,498	5,498	0.0%
<b>Total Designated Funding Sources</b>	<b>\$15,064</b>	<b>\$5,498</b>	<b>\$5,498</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$725,063</b>	<b>\$725,649</b>	<b>\$765,618</b>	<b>5.5%</b>
<b>Total Department FTE's</b>	<b>7.8</b>	<b>7.8</b>	<b>7.8</b>	<b>0.0%</b>

<sup>1</sup> The Proposed FY 2009 non-personnel budget reflects the transfer of U.S.S. Alexandria (\$5,000) and Know Your City Publication (\$7,000) accounts from Non-Departmental to the Citizen Assistance budget.

<sup>2</sup> Sister City Donations.

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Citizen Assistance	481,083	\$473,391	\$502,723	6.2%
Consumer Affairs	\$259,044	\$257,756	\$268,393	4.1%
<b>Total Expenditures</b>	<b>\$740,127</b>	<b>\$731,147</b>	<b>\$771,116</b>	<b>5.5%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Citizen Assistance	5.0	5.0	5.0	0.0%
Consumer Affairs <sup>1</sup>	2.8	2.8	2.8	-1.8%
<b>Total full time employees</b>	<b>7.7</b>	<b>7.8</b>	<b>7.8</b>	<b>-0.6%</b>

<sup>1</sup> The FY 2008 position count reflects the restoration of one full-time position eliminated in FY 2008, due to an anticipated decline in workload and attrition. However, the attrition is not anticipated at any point in FY 2008 or FY 2009. The restored position will allow the Office to continue at current service level, as the Department's workload has not diminished as previously anticipated.

# Office of Citizen Assistance

## Citizen Assistance

The goal of Citizen Assistance is to assist the public in obtaining information and resolving problems related to the City of Alexandria to ensure City government is responsive to citizens and visitors.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	65.0%	64.7%	65.2%
Total Expenditures	\$481,083	\$473,391	\$502,723
Less Revenues	15,064	5,498	5,498
Net General Fund Expenditures	\$466,019	\$467,893	\$497,225
Program Outcomes			
% of timeliness standards met	100%	100%	100%

### Activity Data

CITIZEN INQUIRIES, COMPLAINTS, & CITY HALL SWITCHBOARD – The goal of Citizen Inquiries, Complaints and City Hall Switchboard is to respond to inquiries and complaints regarding City operations, inform citizens, answer incoming calls, greet all visitors to City Hall and direct them to the proper office.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$128,751	\$126,693	\$121,680
FTE's	1.9	1.9	1.9
Total # of citizens assisted (transactions)	69,002	64,632	69,002
# of calls processed	33,073	35,474	35,474
Cost per citizen assisted	\$1.87	\$1.96	\$1.76
% of complaints and inquiries resolved within 10 days	90%	90%	90%
% of complaints and inquiries processed within 2 working days	100%	100%	100%

BOARD & COMMISSION ADMINISTRATIVE SUPPORT – The goal of Board and Commission Administrative Support is to provide advice and support to Council appointed boards.			
Expenditures	\$73,121	\$71,952	\$73,276
FTE's	0.9	0.9	0.9
# of commissions and boards supported	72	72	72
% of public meetings announced at least 3 working days in advance	95%	90%	90%
# of applications processed	393	400	400
# of vacancies filled	310	300	300
Cost per application processed	\$186	\$180	\$183

COUNCIL REQUESTS PROCESSING – The goal of Council Requests Processing is to take requests from Council and coordinate with City departments to ensure a complete and timely response.			
Expenditures	\$127,811	\$125,768	\$123,399
FTE's	0.9	0.9	0.9
# formal Council requests processed	231	250	250
# informal Council requests processed	503	600	600
Cost per request processed (total)	\$174	\$148	\$145
% of formal requests processed within 10 days	100%	100%	100%
% of informal requests processed within 5 days	100%	100%	100%

# Office of Citizen Assistance

## Citizen Assistance, continued

### Activity Data

INFORMATION DISSEMINATION – The goal of Information Dissemination is to distribute informational items to ensure the public is informed about City government and its services, public meetings and City-wide activities and process citizens' requests for copies of City records and provide the information within the time frame allotted by the Freedom of Information Act.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures <sup>1</sup>	\$86,102	\$84,725	\$118,586
FTE's	0.9	0.9	0.9
# of public service announcements aired	NA	TBD	TBD
# of FOIA requests filed	547	550	550
Cost per resident for information dissemination	\$0.62	\$0.61	\$0.86
% of FOIA requests processed within state mandated timeframes	95%	95%	95%

SISTER CITIES COMMITTEE – The goal of the Sister Cities Committee is to promote and encourage good relations between the City of Alexandria and its four sister cities. These cities include: Caen, France; Gyumri, Armenia; Dundee, Scotland; and Helsingborg, Sweden.			
Expenditures	\$65,297	\$64,253	\$65,782
FTE's	0.3	0.3	0.3
# of exchange programs planned	2	2	2
# of official delegates hosted	6	48	48
% of programs planned and implemented	100%	100%	100%

<sup>1</sup> Increased costs in FY 2009 is mostly attributable to the transfer of close caption costs (\$24,109) from other areas of the Citizen Assistance program and the transfer of Know Your City Publication costs (\$7,000) from the Non-Departmental budget to the Information Dissemination activity.

# Office of Citizen Assistance

## Consumer Affairs

The goal of the Consumer Affairs is to investigate and resolve consumer complaints in a timely manner and to ensure compliance with cable television subscriber agreements in order to ensure consumers are treated fairly.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	35.0%	35.3%	34.8%
Total Expenditures	\$259,044	\$257,756	\$268,393
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$259,044	\$257,756	\$268,393
Program Outcomes			
% of citizens rating Citizen Assistance as good	NA	100%	100%

### Activity Data

CONSUMER COMPLAINTS – The goal of Consumer Complaints is to resolve citizen complaints alleging unfair, fraudulent or dangerous business practices and to prevent unfair trade practices through community education and information programs.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures <sup>1</sup>	\$227,029	\$225,900	\$242,683
FTE's	2.8	2.8	2.8
# complaints received	479	500	500
Total # consumers assisted	11,679	18,400	18,400
Cost per consumer assisted	\$19	\$12	\$13
\$ value of goods and services recovered for consumers	\$71,089	\$100,000	\$100,000
% of consumer complaints responded to within 10 days	100%	100%	100%

CABLE TELEVISION OPERATIONS – The goal of Cable Television Operations is to monitor the activities of the cable franchisee, process complaints that cannot be resolved by the franchisee, schedule the local government programming and post information on the local government channel to ensure good customer service to subscribers.			
Expenditures <sup>2</sup>	\$32,015	\$31,856	\$25,710
FTE's	0.1	0.1	0.1
# public meetings scheduled for taping	142	142	142

<sup>1</sup> FY 2009 expenditures include costs for the restoration of one full-time position (\$54,161) described on page 7; offset by the transfer of professional services (\$16,266) from Consumer Complaints to be properly reflected in the Cable Television Operations activity in FY 2008 and FY 2009.

<sup>2</sup> The decrease in FY 2009 reflects a reduction in professional services (\$6,500), as part of a City-wide expenditure reduction option.

# Office of Citizen Assistance

## Summary of Budget Changes

### Adjustment to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>Consumer Complaints</b>	<i>Position Restoration</i>	<b>\$54,161</b>
<p>A position in the Office of Citizen Assistance was proposed by the Department for deletion in FY 2008, pending the anticipated elimination of the position through attrition. However, the attrition is not anticipated at any point in FY 2008 or FY 2009. The restored position will allow the Office to continue at current service level, as the workload of the Department has not diminished as previously anticipated.</p>		

### Expenditure Reductions

Activity	Reduction Option	FY 2009 Proposed
<b>Cable Television Operations</b>	<i>Professional Services</i>	<b>\$6,500</b>
<p>This reduction, based on actual expenditure trends, will reduce the cost of professional services by \$6,500, from \$46,475 in FY 2008 to \$39,975 in FY 2009.</p>		

# Finance Department

**Mission Statement:** The mission of the Finance Department is to provide long-term financial stability to the City through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting, purchasing and pension administration practices.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$10,215,413	\$9,694,474	\$9,811,477
Less Revenues	\$10,415	\$71,200	\$23,400
Net Gen. Fund Expenditures	\$10,204,998	\$9,623,274	\$9,788,077
Authorized Positions (FTE's)	98.0	96.3	96.3

### Highlights

- In FY 2009 the proposed General Fund budget increased by \$164,803 (1.7%).
- FY 2009 personnel costs increased by \$110,348, or 1.5%; the increase was due to employee merit adjustments and increased retirement costs; offset by vacancy savings.

- Total non-personnel costs increased \$54,455, or 2.2%, due to the departmental adjustments to maintain current levels (\$70,348), rent and equipment replacement charges (\$29,177); partially offset by expenditure savings (\$47,000) described on page 11.

- Capital outlay expenditures decreased by \$47,800, or 63.8%, to \$23,400. This request includes replacement purchases of laptops, desktop printers, large scale monitors and copy machines.

- Initiatives are proposed which total \$215,151 in new revenues annually to the City.

## Finance Programs and Activities

### Leadership & Mgmt Support Services

Leadership & General Mgmt

### Pension Administration

Pension Investment  
Retirement Plan Admin.

### Purchasing

Contracting & Contract Administration

### Revenue

Business & Personal  
Property Tax Assessment  
Delinquent Tax Collections  
Tax Auditing & Compliance  
Taxpayer Assistance/ Customer Relations

### Treasury

Payment Processing  
Tax Billing  
Cash Management/ Investment

### Accounting

Financial Reporting  
Paying & Billing  
Vendors/Employees  
Reconciliations

## Dept Info

### Department Contact Info

703.838.4755  
<http://alexandriava.gov/finance/>

### Department Head

Laura Triggs, CPA, Director  
703.838.4755  
[laura.triggs@alexandriava.gov](mailto:laura.triggs@alexandriava.gov)

### Department Staff

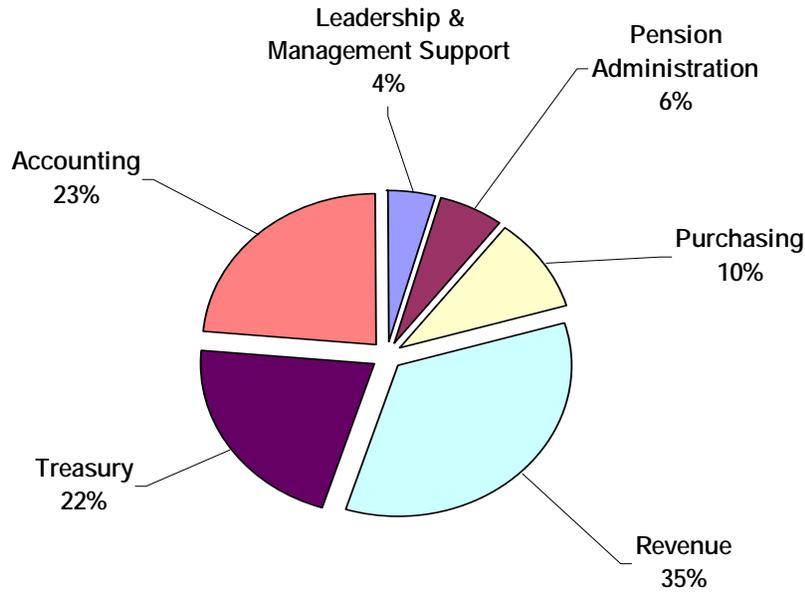
Ray Welch, Division Chief/Comptroller  
Steven Bland, Pension Administrator  
Steve Gordon, Director of Procurement  
Debbie Kidd, JD, Division Chief,  
Revenue  
David Clark, CPA, Division Chief,  
Treasury

# Finance Department

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Achievement of AAA/Aaa bond ratings with each bond issue	yes	yes	yes
% of compliance with City adopted debt policies in last fiscal year	100%	100%	100%
Ratio of annual pension administration costs to fund assets	0.06%	0.06%	0.06%
Maintain an overall collection rate for current year taxes greater than 95%	yes	yes	yes
% of GFOA standards met without comment on financial reporting	100%	100%	100%

### FY 2009 Proposed Expenditures by Program



# Finance Department

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Amended <sup>1</sup>	FY 2009 Proposed	% Change 2008-2009
Personnel	\$6,625,856	\$7,177,019	\$7,287,367	1.5%
Non-Personnel	3,588,405	2,442,587	2,497,042	2.2%
Capital Goods Outlay	1,152	74,868	27,068	-63.8%
<b>Total Expenditures</b>	<b><u>\$10,215,413</u></b>	<b><u>\$9,694,474</u></b>	<b><u>\$9,811,477</u></b>	<b>1.2%</b>
<b>Less Revenues</b>				
Internal Service	\$10,415	\$71,200	\$23,400	-67.1%
Special Revenue Fund	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$10,415</u></b>	<b><u>\$71,200</u></b>	<b><u>\$23,400</u></b>	<b>-67.1%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$10,204,998</u></b>	<b><u>\$9,623,274</u></b>	<b><u>\$9,788,077</u></b>	<b>1.7%</b>
<b>Total Department FTE's</b>	<b>98.0</b>	<b>96.3</b>	<b>96.3</b>	<b>0.0%</b>

<sup>1</sup> The Amended FY 2008 budget reflects the transfer of the Affordable Housing Ownership Program (AHOP) administration costs (\$75,000) from Non-Departmental to the Finance budget in FY 2008 and FY 2009.

# Finance Department

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed	% Change 2008-2009
Leadership and Management Support	\$518,597	\$475,446	\$436,011	-8.3%
Pension Administration	\$729,605	552,184	611,239	10.7%
Purchasing	1,171,805	936,112	983,009	5.0%
Revenue	3,105,075	3,248,807	3,337,098	2.7%
Treasury	2,085,443	2,156,438	2,140,507	-0.7%
Accounting	2,604,888	2,325,487	2,303,613	-0.9%
<b>Total Expenditures</b>	<b>\$10,215,413</b>	<b>\$9,694,474</b>	<b>\$9,811,477</b>	<b>1.2%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Amended <sup>1</sup>	FY 2009 Proposed	% Change 2008-2009
Leadership and Management Support	4.0	4.0	4.0	0.0%
Pension Administration	3.0	3.0	3.0	0.0%
Purchasing	9.0	9.0	9.0	0.0%
Revenue	43.5	40.8	40.8	0.0%
Treasury	19.5	19.5	19.5	0.0%
Accounting	19.0	20.0	20.0	0.0%
<b>Total full time employees</b>	<b>98.0</b>	<b>96.3</b>	<b>96.3</b>	<b>0.0%</b>

<sup>1</sup> The FY 2008 Approved budget reflects the elimination of one part-time (0.75 FTE) and two full-time positions (\$168,255) in the Revenue Division. These positions were eliminated as part of the Department's efficiency based expenditure reductions. The duties of the eliminated positions have been, or will be reassigned within the Revenue Division. One Quality Control Cost Accountant Position (\$60,000) was added in the Accounting Program to provide support for implementing the new Managing For Results Initiative.

# Finance Department

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide leadership and oversight to the Department and to issue City debt in order to provide long-term financial stability for the City.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$518,597	\$475,446	\$436,011
Less Revenues	\$10,415	\$2,136	\$702
Net General Fund Expenditures	\$508,182	\$473,310	\$435,309
Program Outcomes			

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT: The goal of Leadership and General Management is to maintain the City's standard of financial excellence by providing citizens, City Council, vendors and employees with competent and comprehensive financial services, sound financial policy recommendations and reporting, and oversight of the collection and disbursement of City funds.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$518,597	\$475,446	\$436,011
FTE	4.0	4.0	4.0
\$ amount of revenue collected and funds disbursed	\$1,652,640,121	\$1,718,745,726	\$1,790,643,997
\$ amount of funds disbursed (all funds)	\$849,814,006	\$883,806,566	\$897,754,496
Ratio of Finance Department costs to City budget	2.0%	2.0%	2.0%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

# Finance Department

## Pension Administration Program

The goal of the Pension Administration Program is to provide retirement income for retired City employees at a controlled cost to the City.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$729,605	\$552,184	\$611,239
Less Revenues	\$0	\$6,400	\$1,170
Net General Fund Expenditures	\$729,605	\$545,784	\$610,069
Program Outcomes			
Ratio of annual pension administration program costs to City employer annual contributions	NA	10.0%	8.1%

### Activity Data

PENSION INVESTMENT – The goal of Pension Investment is to provide investment earnings for each of the five pension plans in order to meet actuarial assumptions.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$498,320	\$376,900	\$420,092
FTE's	1.7	1.7	1.7
Funds invested at fiscal year end in millions of dollars <sup>1</sup>	\$291.3	\$313.2	\$313.0

<sup>1</sup> Assumes actuarial rate of returns for FY2009.

RETIREMENT PLAN ADMINISTRATION – The goal of Retirement Plan Administration is to provide suggestions for plan improvements and to manage the outside pension administrator, investment consultant, actuarial, legal counsel and other consultants for the City in order to control pension costs.			
Expenditures	\$231,285	\$175,284	\$191,147
FTE's	1.3	1.3	1.3
# of plans administered	9	9	9
# of employee/retirees consulting sessions	1,300	1,300	1,300
Cost per employee/retiree served	\$134.80	\$134.80	\$135.00
Ratio of annual pension administration costs to fund assets	0.06%	0.06%	0.06%

# Finance Department

## Purchasing Program

The goal of the Purchasing Program is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$1,171,805	\$936,112	\$983,009
Less Revenues	\$0	\$6,408	\$2,106
Net General Fund Expenditures	\$1,171,805	\$929,704	\$980,903
Program Outcomes			
% overall satisfaction on customer survey	NA	90.7%	90.0%

## Activity Data

CONTRACTING & CONTRACT ADMINISTRATION – The goal of Contracting and Contract Administration is to award contracts at best value, and to assist City Departments with post award oversight of contracts and purchase orders in order to ensure timely renewals, change orders and solution of vendor performance issues.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$1,171,805	\$936,112	\$983,009
FTE's	10	9	9
# of contracts administered	485	500	500
Staff cost per total contracts administered	\$393	\$521	\$525
% of contracts renewed or re-bid prior to expiration	NA	80.0%	80.0%
% satisfied on customer survey of Solutions and Quality of Goods	NA	81.5%	81.5%

## Revenue Program

The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$3,105,075	\$3,173,807	\$3,337,098
Less Revenues	\$0	\$26,344	\$8,658
Net General Fund Expenditures	\$3,105,075	\$3,147,463	\$3,328,440
Program Outcomes			
Total tax revenue generated for the City in compliance with City regulations	\$421,800,991	\$431,864,367	\$442,946,584

# Finance Department

## Revenue Program, continued

### Activity Data

BUSINESS & PERSONAL PROPERTY TAX ASSESSMENT – The goal of Business and Personal Property Tax Assessment is to identify tax basis and accurately and uniformly assess the appropriate tax in order to maximize City revenues.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$1,198,954	\$1,225,493	\$1,221,690
FTE's	19.3	18.3	18.3
# of business tax accounts processed	28,462	29,471	31,307
# of vehicle accounts assessed/changes or actions processed	1,100,749	1,205,689	1,056,957
Cost per business tax account processed	\$13.84	\$14.83	\$13.94
Cost per vehicle account processed	\$0.77	\$0.65	\$0.74
Cost per miscellaneous tax account processed	NA	\$110.00	\$110.00
% of tax assessments processed by due date	100%	100%	100%
<b>DELINQUENT TAX COLLECTION – The goal of Delinquent Tax Collections is to collect delinquent taxes in order to reduce the outstanding tax balance and increase the City's general fund revenue.</b>			
Expenditures	\$529,304	\$541,019	\$579,845
FTE's	6.0	5.4	5.4
# of demands for payment action sent	322,532	266,960	354,921
Cost per demand for payment action	\$1.28	\$2.01	\$1.63
% of delinquent tax collected annually	68.0%	73.0%	73.0%
<b>TAX AUDITING &amp; COMPLIANCE – The goal of Tax Auditing and Compliance is to ensure that business tax returns are filed accurately and to identify unregistered businesses and vehicles in order to maximize City revenues and taxpayer compliance.</b>			
Expenditures	\$470,879	\$481,301	\$504,786
FTE's	5.0	4.6	4.6
# of tax accounts reviewed/audited	92,495	124,142	92,763
costs of tax accounts reviewed/audited	\$4.21	\$3.88	\$5.41
\$ amount of revenue generated from audits and compliance activity	\$1,115,038	\$1,545,095	\$1,176,542
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	35.0%	31.2%	42.7%
<b>TAXPAYER ASSISTANCE/CUSTOMER RELATIONS – The goal of the Taxpayer Assistance and Customer Relations is to administer tax relief programs and provide assistance to taxpayers in order to accommodate their needs pertaining to City and State taxes.</b>			
Expenditures	\$905,943	\$925,994	\$1,030,777
FTE's	13.3	12.5	12.5
# of applications processed for tax relief programs	3,054	2,800	3,222
# of taxpayers assisted on State tax issues	1,873	1,800	1,778
Cost per application processed	\$38.55	\$44.15	\$42.64
% of applications approved for tax relief	92.0%	87.0%	93.0%
% of survey participants reporting satisfaction with customer service	100%	100%	100%

# Finance Department

## Treasury Program

The goal of the Treasury Program is to generate accurate and timely tax bills, process revenues efficiently and invest City funds prudently to maximize City revenues and promote high quality customer service.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$2,085,443	\$2,156,438	\$2,140,507
Less Revenues	\$0	\$18,512	\$6,084
Net General Fund Expenditures	\$2,085,443	\$2,137,926	\$2,134,423
<b>Program Outcomes</b>			
Maintain an overall collection rate for current year taxes greater than 95%	Yes	Yes	Yes

### Activity Data

PAYMENT PROCESSING – The goal of Payment Processing is to process City revenues in a manner that maximizes interest earnings and promotes high quality customer service.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$1,247,805	\$1,290,284	\$1,301,076
FTE's	14.6	14.6	14.6
# of tax payments processed	258,000	261,000	263,600
# of electronic payments	130,200	135,400	139,700
# of manual payments	127,800	125,600	123,900
# of tax payments processed per FTE	17,671	17,877	18,055
% of tax payments processed electronically	50.0%	52.0%	53.0%

TAX BILLING – The goal of Tax Billing is to maximize revenues while providing high quality customer service by mailing accurate and timely tax bills.			
Expenditures	\$554,332	\$573,203	\$576,887
FTE's	4.5	4.5	4.5
Cost per tax bill mailed	\$0.55	\$0.55	\$0.55
% of current year personal property tax collected	96.0%	96.0%	96.0%
% of current year real estate tax collected	99.0%	99.0%	99.0%
% of current year business property tax collected (including statutory assessments)	85.0%	85.0%	95.0%

CASH MANAGEMENT/INVESTMENT – The goal of Cash Management and Investment is to invest City funds in a manner that safeguards principal, ensures liquidity and earns a reasonable rate of return. This function is largely contracted out.			
Expenditures	\$283,306	\$292,951	\$262,544
FTE's	0.4	0.4	0.4
Average month end portfolio dollar balance	\$136,547,840	\$133,000,000	\$133,000,000
Cost of investment management as a % of average portfolio balance	\$0.000540	\$0.000056	\$0.00056

# Finance Department

## Accounting Program

The goal of the Accounting Program is to provide the City Manager, City Council, employees, departments and the public with internal controls and financial information to support effective financial management decisions.

	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
<b>Program Totals</b>			
Total Expenditures	\$2,604,888	\$2,325,487	\$2,303,613
Less Revenues	\$0	\$14,240	\$4,680
Net General Fund Expenditures	\$2,604,888	\$2,311,247	\$2,298,933
<b>Program Outcomes</b>			
% GFOA standards met without comment on Financial Reporting	100%	100%	100%

### Activity Data

<b>FINANCIAL REPORTING – The goal of Financial Reporting is to provide financial information for City stakeholders in order to make financial decisions and comply with laws and reporting requirements.</b>	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed <sup>1</sup>
Expenditures	\$1,240,165	\$1,107,145	\$929,404
FTE's	6.0	7.0	6.0
# of audit reports issued	3	3	3
% of audit reports issued by due date	100%	100%	100%

<b>PAYING &amp; BILLING EMPLOYEES/VENDORS – The goal of Paying and Billing Vendors and Employees is to provide receipt and payment processing and control for City departments, employees and vendors in order to appropriately manage their own finances.</b>			
Expenditures	\$892,816	\$797,052	\$849,152
FTE's	9.5	9.5	9.5
# of transactions processed	289,529	290,000	304,500
Cost per transaction	\$3.07	\$2.75	\$2.70
# of payrolls processed within required time frame	100%	100%	100%
% of vendors paid within required time frame	95.0%	95.0%	95.0%

<b>RECONCILIATIONS – The goal of Reconciliation is to provide internal controls over financial information for City stakeholders in order to accurately report the results of the City's financial transactions comply with laws and reporting requirements.</b>			
Expenditures	\$471,907	\$421,290	\$525,057
FTE's	3.5	3.5	4.5
# of capital, debt, bank, health and workers comp reconciliations produced	2,459	2,459	2,500
Cost per reconciliation produced	\$171.00	\$171.00	\$75.00
% of reconciliations issued within a desired timeframe	NA	86.0%	86.0%

<sup>1</sup> One Accountant II position (\$88,692) was transferred from Financial Reporting to Reconciliations; also, costs for professional services (\$79,252) were transferred from Financial Reporting to be properly reflected in other areas of the Accounting Program.

# Finance Department

## Summary of Budget Changes

### Adjustment to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>Cash Management/Investments &amp; Payment Processing</b>	<i>Investment &amp; Banking Contracts</i>	<b>\$24,000</b>
<p>The City uses external vendors to support investments and valuations for assets. The costs for these contracts, including comprehensive banking services, investment services, investment custodial services, and credit processing are projected to increase by \$24,000, to \$290,500 in FY 2009.</p>		
<b>Pension Investment</b>	<i>Pension Advisor Services</i>	<b>\$41,000</b>
<p>The City uses external vendors to support investments and valuations for the City Pension Plans. The costs for these contracts, including legal, actuarial and investment services are projected to increase by \$41,000, to \$284,000 in FY 2009. This increase is attributable to legal work including analyzing the pension plan, preparing amendments and preparing forms for proposed changes to the plan.</p>		
<b>Financial Reporting</b>	<i>External Audit</i>	<b>\$5,348</b>
<p>The City uses an external vendor to audit the City's financial statements. The cost for this contract is projected to increase by \$5,348, to \$350,000 in FY 2009.</p>		
<b>TOTAL</b>		<b>\$70,348</b>

### Expenditure Reductions to the Budget

Activity	Reduction Option	FY 2009 Proposed
<b>Cash Management and Investment</b>	<i>Local Government Pools</i>	<b>\$40,000</b>
<p>This reduction option will allow for a reduction in fees paid for City investment services by using a State Local Government investment pool instead of an investment advisor. This option will also increase investment income by \$60,000, budgeted in the City's General Fund revenue (see below).</p>		
<b>Tax Assessment and Taxpayer Com</b>	<i>Reduction in Printing Costs</i>	<b>\$5,000</b>
<p>This reduction option includes a reduction in costs for printing and mailing new vehicle registration notices, resulting in savings of \$5,000 to the City.</p>		
<b>Tax Assessment and Tax Billing</b>	<i>Decal Return Processing</i>	<b>\$2,000</b>
<p>This reduction option will allow for employee overtime savings for costs associated with processing decal return mailing to residents who owe taxes to the City.</p>		
<b>TOTAL</b>		<b>\$47,000</b>

# General Services Department

**Mission Statement:** The mission of the General Services Department is to provide services to City departments and agencies that facilitate their ability to carry out their individual missions, programs, and activities.

## FY 2009 Budget Summary Table and Highlights

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$13,268,283	\$12,759,087	\$13,252,175
Less Revenues	\$70,820	\$205,487	\$208,674
Net Gen. Fund Expenditures	\$13,197,463	\$12,553,600	\$13,043,501
Authorized Positions (FTE's)	79.5	74.0	73.0

### Highlights

- In FY 2009 the proposed General Fund budget increased by \$489,901 (3.9%).
- FY 2009 personnel costs increased by \$362,533, or 6.3%; the increase was due to the budget for a full-year costs for an Energy Manager position (\$68,414) that was previously budgeted at partial-year costs; the reclassification of a full-time Construction Field Representative position to a Senior Project Manager position (\$24,001); the transfer from non-personnel to the personnel budget of funds for a new seasonal employee (\$25,000) and unbudgeted additional overtime costs (\$81,500). The FY 2009 personnel budget also includes employee merit adjustments and increased retirement costs; partially offset by the deletion of a full-time print shop related Communications Division Chief position (\$87,000).

- FY 2009 non-personnel costs increased by a net of \$129,062, or 1.9%, partially due to anticipated fuel cost increases (\$356,857) described on page 16 as well as increases in rent (\$16,253), utilities (\$51,023), and equipment replacement charges (\$8,418). These increases are partially offset by a decrease in vehicle rental costs (\$40,000); an amount of \$98,000 transferred from General Services to the Department of Mental Health/Mental Retardation and Substance Abuse budget for a contractor-provided shuttle bus service from the Braddock Road Metro Station to the 4480 King Street facility; an amount of \$24,226 transferred from General Services to Parks, Recreation and Cultural Activities to fund park mowing costs; and expenditure reductions (\$266,000) described on page 17.
- Capital expenditures increased \$1,493, or 2.3%.
- The internal services fund and special revenues increased \$3,187, or 1.6%
- In March, the information from the City's Fleet Services report and staff recommendations will be complete and presented to City Council.

## General Services Programs and Activities

### Leadership & Mgmt Supp Services

Leadership and General Management  
Contracts Management

### Vehicle Operations & Maintenance

Scheduled Routine Maintenance  
Repairs  
Parts  
Emergency Support Services  
VA Safety & Emissions Inspections  
Fuel Acquisition and Provisioning  
Fleet Administrative Support  
Specification and Acquisition  
Preparation/Outfitting  
Surplus Vehicle Disposal

### Energy Management

Utility Bill Payment & Energy & Consumption Management

### Facility Maintenance & Mgmt

Facilities Systems Maint, Elevators & Life Safety/Security  
Snow and Ice Removal  
Custodial Services Management  
Special Event Support  
Core and Shell  
Parking Management

### Capital Projects Management

CIP Development  
Project Planning  
Construction Administration

### Space Management

Real Estate Management  
Space Planning

### Printing & Mail Services

Binding  
Graphics and Printing  
High-Speed Copying  
Self-Service Copy Management  
Mail Distribution

## Dept Info

### Department Contact Info

703.838.4770  
<http://alexandriava.gov/generalservices/>

### Department Head

Edward Mandley, Director 703.838.4770  
edward.mandley@alexandriava.gov

### Department Staff

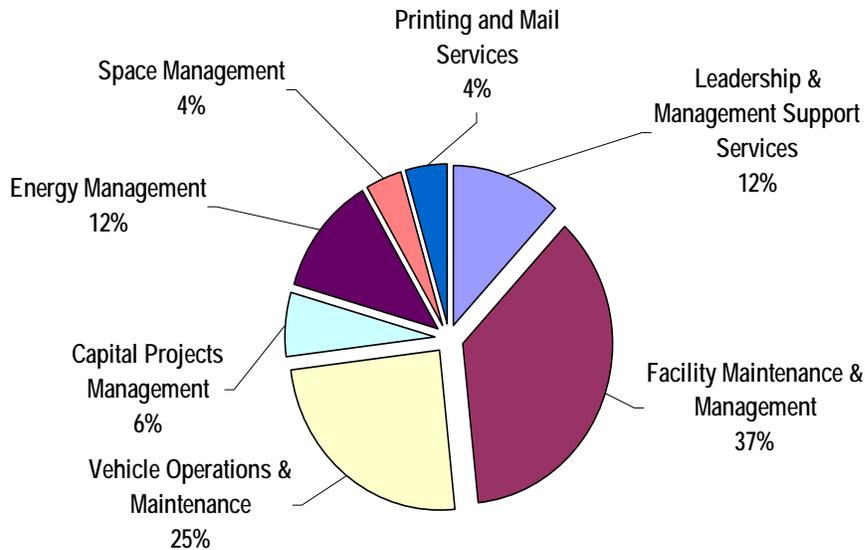
Donald Dodson, Deputy Director  
Alfred Coleman, Division Chief, Administration  
Jeremy McPike, Division Chief, Capital Projects  
Jeffrey Sheckels, Division Chief, Facilities Maintenance  
Warren Leach, Division Chief, Fleet Services  
Kevin Quander, Supervisor, Mail Room Services

# General Services Department

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of square feet of leased space (managed by General Services; City as tenant)	403,564	403,564	403,564
Total square feet of City owned space	1,793,640	1,831,200	1,831,200
# of vehicle preventive maintenance requests completed	3,003	3,025	3,100
# of gallons of fuel purchased	795,015	787,065	779,104
Cost per gallon of fuel	\$2.06	\$2.05	\$2.30
% of customers who rate facilities maintenance service provision satisfactory or better	NA	90.0%	95.0%

## FY 2009 Proposed Expenditures by Program



# General Services Department

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$5,953,458	\$5,800,493	\$6,163,026	6.3%
Non-Personnel	7,243,008	6,893,594	7,022,656	1.9%
Capital Goods Outlay	71,817	65,000	66,493	2.3%
<b>Total Expenditures <sup>1</sup></b>	<b><u>\$13,268,283</u></b>	<b><u>\$12,759,087</u></b>	<b><u>\$13,252,175</u></b>	<b>3.9%</b>
<b>Less Revenues</b>				
Internal Service	\$0	\$65,000	\$66,493	2.3%
Special Revenue Fund	70,820	140,487	\$142,181	1.2%
<b>Total Designated Funding Sources</b>	<b><u>\$70,820</u></b>	<b><u>\$205,487</u></b>	<b><u>\$208,674</u></b>	<b>1.6%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$13,197,463</u></b>	<b><u>\$12,553,600</u></b>	<b><u>\$13,043,501</u></b>	<b>3.9%</b>
<b>Total Department FTE's</b>	<b>79.5</b>	<b>74.0</b>	<b>73.0</b>	<b>-1.4%</b>

<sup>1</sup> Total expenditures include a negative allowance for recovered printing and copying costs from departments in the amount of \$396,427 in FY 2007, \$524,665 in FY 2008 and \$324,665 in FY 2009.

# General Services Department

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	\$1,615,676	\$1,617,560	\$1,605,376	-0.8%
Facility Maintenance & Management	\$5,108,918	4,989,100	4,939,002	-1.0%
Vehicle Operations & Maintenance	\$3,382,751	3,276,695	3,372,296	2.9%
Capital Projects Management	\$677,831	788,621	859,908	9.0%
Energy Management	\$1,637,650	1,639,559	1,680,104	2.5%
Space Management	\$388,188	514,415	512,533	-0.4%
Printing and Mail Services <sup>1</sup>	\$853,696	457,802	607,621	32.7%
Less Recovered Costs For Printing Services	-\$396,427	-524,665	-324,665	NA
<b>Total Expenditures</b>	<b>\$13,268,283</b>	<b>\$12,759,087</b>	<b>\$13,252,175</b>	<b>3.9%</b>

<sup>1</sup> Total expenditures do not include a negative allowance for recovered printing and copying costs from departments in the amount of \$396,427 in FY 2007, \$524,665 in FY 2008 and \$324,665 in FY 2009.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved <sup>1</sup>	FY 2009 Proposed <sup>2</sup>	% Change 2008-2009
Leadership & Management Support Services	9.0	10.0	10.0	0.0%
Facility Maintenance & Management	28.5	24.3	24.3	0.0%
Vehicle Operations & Maintenance	24.0	24.0	24.0	0.0%
Capital Projects Management	9.0	6.9	6.9	0.0%
Energy Management	0.0	1.6	1.6	0.0%
Space Management	2.0	2.6	2.6	0.0%
Printing and Mail Services	7.0	4.6	3.6	-21.7%
<b>Total full time employees</b>	<b>79.5</b>	<b>74.0</b>	<b>73.0</b>	<b>-1.4%</b>

<sup>1</sup> The FY 2008 position count includes the addition of one full-time Energy Manager position (\$47,000) to manage utility costs and consumption in the City; also, the elimination of the following positions as part of the Department's efficiencies and productivity improvements: one vacant full-time Supervisory Graphic Artist (\$76,843) in Printing and Mailing Services; one vacant Account Clerk II (\$52,866) in Vehicle Operations and Maintenance; and one vacant part-time Custodian (\$32,595) in Facilities Maintenance that was transferred to the Library Department. Four additional positions in Facility Maintenance and Management were eliminated, the total costs (\$285,656) which were transferred to fund additional professional contract services as a more cost effective way to provide these services. These positions include: two full-time vacant Construction Field Representatives (\$158,610); one vacant Facilities Maintenance Specialist (\$63,523); and one Building Systems Technician (\$63,253). Four temporary overhire positions have been reclassified to full-time permanent positions.

<sup>2</sup> The FY 2009 position count includes the deletion of a full-time Communications Division Chief position (\$87,000) as part of a City-wide reduction option.

# General Services Department

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide for clear direction administrative and program support functions to line divisions in support of their programs and activities.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds budget	12.2%	12.7%	12.1%
Total Expenditures	\$1,615,676	\$1,617,560	\$1,605,376
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,615,676	\$1,617,560	\$1,605,376
Program Outcomes			
% of activities that meet effectiveness targets	N/A	TBD	TBD

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide, financial, personnel and support services in order to facilitate the operations of the General Services Department.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,317,780	\$1,319,318	\$1,352,024
FTE's	7.0	7.0	7.0
# of personnel managed	79.5	74.0	74.0
Cost per FTE managed	\$16,576	\$17,829	\$18,271
% of departmental service delivery programs within approved budget	N/A	TBD	TBD

CONTRACTS MANAGEMENT – The goal of Contracts Management is to provide contracting support to line divisions in relation to solicitation, award, and administration of contracts assuring compliance with City policies, practices and Code.			
Expenditures	\$297,895	\$298,242	\$253,352
FTE's	2.0	3.0	3.0
\$ value of contracts managed	\$2,158,443	\$2,148,722	\$2,094,813
Cost per contract dollar managed	\$0.14	\$0.14	\$0.13
% of contracts awarded and maintained without dispute or lapse	NA	90.0%	90.0%

# General Services Department

## Facility Maintenance and Management Program

The goal of Facility Maintenance and Management is to provide facility maintenance and repair services to all City Departments and agencies housed in City owned or leased facilities assuring continual operation of those facilities from which the departments and agencies can carry out their missions, programs and activities, as well as provide for secure, controlled parking for users of the City of Alexandria's business and government facilities in the Old Town area.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	38.5%	39.1%	37.3%
Total Expenditures	\$5,108,918	\$4,989,100	\$4,939,002
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$5,108,918	\$4,989,100	\$4,939,002
<b>Program Outcomes</b>			
% of customers who rate service provision satisfactory or better	NA	90%	90%

### Activity Data

FACILITIES SYSTEMS MAINTENANCE, ELEVATORS, & LIFE SAFETY/SECURITY – The goal of Facilities Systems Maintenance, Elevators and Life Safety/Security is to maintain and repair facility elevator systems, heating, ventilation and cooling (HVAC) systems, electri	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,576,203	\$1,539,237	\$1,460,321
FTE's	8.7	8.3	8.3
# of square feet of building space serviced (managed by General Services)	1,745,985	1,765,545	1,765,545
# of systems serviced	1,500	1,500	1,500
Total cost per square foot of building serviced	NA	\$1.28	\$1.33

SNOW AND ICE REMOVAL – The goal of Snow and Ice Removal is to provide for the safe access and egress of facility occupants and users during events of snow and ice accumulation.			
Expenditures	\$51,369	\$50,164	\$61,297
FTE's	1.4	0.5	0.5
# of linear feet of sidewalks and surface areas serviced during snow and ice events	NA	10,000	10,000
# of snow and ice events handled	NA	TBD	TBD
% of facilities maintained accessible during snow and ice events	100.0%	100.0%	100.0%

# General Services Department

## Facility Maintenance and Management Program, continued

### Activity Data

CUSTODIAL SERVICES MANAGEMENT – The goal of Custodial Services Management is to provide contracting and oversight of custodial services at City facilities assuring a clean environment for users and occupants.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed <sup>1</sup>
Expenditures	\$772,932	\$754,805	\$808,480
FTE's	3.0	3.2	3.2
# of square feet of buildings cleaned (General Services responsibility)	400,000	400,000	400,000
Cost per square foot of building cleaned	\$1.32	\$1.20	\$1.33
% of customers who rate service provision satisfactory or better	NA	95.0%	95.0%

SPECIAL EVENT SUPPORT – The goal of Special Event Support is to provide needed support services to City Departments and agencies for conferencing, public meetings, presentations, and other scheduled and non scheduled events.			
Expenditures	\$262,787	\$256,624	\$236,450
FTE's	3.2	2.6	2.6
# of events managed	NA	200	200
Cost per event managed	NA	TBD	TBD
% of events satisfactorily executed	100.0%	100.0%	100.0%

CORE AND SHELL – The goal of Core and Shell is to provide maintenance and repair services to facility structural and architectural elements including roofs, walls, floors, doors, windows, locks, and entranceways assuring safe reliable conditions for user			
Expenditures	\$1,384,051	\$1,351,591	\$1,349,252
FTE's	11.7	9.5	9.5
# of square feet managed by General Services	NA	1,765,545	1,765,545
Cost per square foot managed	NA	\$0.77	\$0.76
% of work orders that are repair versus preventative	NA	50.0%	50.0%

PARKING MANAGEMENT – The goal of Parking Management is to provide reasonably priced management services and safe and accessible parking spaces for the operation of surface and garage lots assuring maximum parking availability to prospective users.			
Expenditures	\$1,061,617	\$1,036,719	\$1,023,202
FTE's	0.5	0.2	0.2
# of spaces managed and maintained	1,022	1,022	1,022
Cost per space (based on parking management contract)	\$920.00	\$869.00	\$1,001.18
% of spaces utilized and maintained	100.0%	100.0%	100.0%

<sup>1</sup> FY 2009 expenditures reflect the transfer of professional services from Core and Shell to be properly reflected in Custodial Services (\$364,007), Real Estate Management (\$125,774), Parking Management (\$149,100), and Facilities Management (\$17,440). Similar transfers are made in FY 2008 for comparative purposes.

# General Services Department

## Vehicle Operations and Maintenance Program

The goal of Vehicle Operations and Maintenance is to provide for repairs, maintenance and fueling of City owned vehicles in an efficient and cost effective manner in order to keep all vehicles operating safely and efficiently.  
(Excludes Fire & EMS vehicles and apparatus)

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Fund Budget	25.5%	25.7%	25.4%
Total Expenditures	\$3,382,751	\$3,276,695	\$3,372,296
Less Revenues	\$70,820	\$65,000	\$66,493
Net General Fund Expenditures	\$3,311,931	\$3,211,695	\$3,305,803
Program Outcomes			

### Activity Data

SCHEDULED ROUTINE MAINTENANCE – The goal of Scheduled Routine Maintenance is to minimize downtime due to systems or parts failure and to minimize overall maintenance costs while ensuring that the vehicles operate safely and efficiently.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$635,760	\$636,501	\$642,627
FTE's	6.0	5.2	5.2
# of vehicle preventative maintenance requests completed	3,003	3,025	3,100
Work requests per FTE	75	76	75
% of work orders completed within one day	NA	100.0%	95.0%
% of preventive maintenance completed on schedule	NA	100.0%	95.0%

REPAIRS – The goal of Repairs is to address the broken or non functioning systems or parts on City vehicles that are preventing that vehicle from operating in a safe and efficient manner and restore the vehicle to full operating condition.			
Expenditures	\$712,775	\$713,606	\$724,899
FTE's	5.0	4.9	4.9
# of repair requests completed	4,675	4,909	5,105
# of service hours provided	15,581	15,893	15,800
Cost per service hour	\$44.00	\$44.90	\$48.99
% of work orders completed in one day	85.0%	95.0%	95.0%

PARTS – The goal of Parts is to maintain an inventory of parts in-house that are used regularly and routinely to repair and/or maintain City vehicles and have them available for staff when needed.			
Expenditures	\$281,284	\$281,612	\$275,186
FTE's	3.0	3.2	3.2
# of parts maintained	24,684	24,000	24,000
Parts requests per day	20	20	20
Average cost per request	NA	\$54.16	\$56.13
Fill rate for parts (%)	97.0%	95.0%	95.0%

# General Services Department

## Vehicle Operations and Maintenance Program, continued

### Activity Data

EMERGENCY SUPPORT SERVICES – The goal of Emergency Support Services is to provide mechanic support to vehicles responding to a City-wide emergencies, including snow and debris removal.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$204,457	\$204,695	\$202,813
FTE's	2.0	2.0	2.0
# of emergencies requiring support	NA	TBD	TBD
Cost per emergency	NA	TBD	TBD
% of vehicles restored to service during events within 4 hours	NA	100%	100%

VIRGINIA SAFETY & EMISSIONS INSPECTIONS – The goal of Virginia Safety and Emissions Inspections is to ensure applicable vehicles comply with State standards for mechanical, and electrical systems, as well as exhaust output.			
Expenditures	\$107,599	\$107,724	\$100,281
FTE's	1.2	1.2	1.2
# of vehicles inspected/tested	387	387	972
Cost per safety inspection	\$15.00	\$15.00	\$15.00
Cost per emission inspection	\$28.00	\$28.00	\$28.00
% of vehicles in full compliance with State standards	N/A	95.0%	95.0%

FUEL ACQUISITION & PROVISIONING – The goal of Fuel Acquisition is to acquire and have gasoline and diesel fuel delivered, via a contractor, to the City's fueling sites in the most cost and time efficient manner possible and distribute the fuel to City users for use in City vehicles via the City's two refueling stations and monitor the distribution of the fuel through the use of City issued fueling cards.			
Expenditures (Net to General Services)	\$649,773	\$650,531	\$886,818
FTE's	0.8	0.8	0.8
# of gallons purchased	795,015	787,065	779,194
Total cost per gallon of fuel	\$2.06	\$2.05	\$2.30
% of fuel islands available	100.0%	100.0%	100.0%

FLEET ADMINISTRATIVE SUPPORT – The goal of the fleet administrative support activity is to provide clerical, procurement and fiscal management support to ensure the effective and efficient operation and maintenance of vehicles.			
Expenditures	\$560,684	\$561,338	\$446,096
FTE's	5.0	5.9	5.9
# of vehicles supported (does not include Fire/EMS vehicles)	815	825	827
Cost per vehicle supported	NA	\$680.41	\$573.00
% of invoices paid timely	100.0%	100.0%	100.0%

# General Services Department

## Vehicle Operations and Maintenance Program, continued

### Activity Data

SPECIFICATION AND ACQUISITION – The goal of Specification and Acquisition is to develop and determine the specifications in order to purchase new or replacement vehicles for City agencies through processes defined in the City Purchasing regulations.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$26,818	\$26,849	\$26,110
FTE's	0.5	0.3	0.3
# of service hours required per vehicle	NA	20	20
Cost per staff hour	NA	\$35.00	\$35.00
% of vehicles within the recommended replacement schedule	NA	85.0%	85.0%

PREPARATION/OUTFITTING – The goal of Preparation/Outfitting is to provide and install all ancillary equipment, lettering and decals on newly acquired City vehicles as required by the user agency and the City.			
Expenditures	\$9,860	\$9,871	\$39,728
FTE's	0.1	0.1	0.1
# of vehicles prepared and outfitted	47	58	56
Cost per staff hour	\$31.00	\$31.00	\$32.00
# of service hours delivered on time	100.0%	100.0%	100.0%
% of customers rating services as satisfactory or better	100.0%	100.0%	100.0%

SURPLUS VEHICLE DISPOSAL – The goal of Surplus Vehicle Disposal is to provide for the disposition of City vehicles determined to be surplus and beyond their useful life primarily via auction.			
Expenditures	\$193,742	\$83,968	\$27,738
FTE's	0.4	0.4	0.4
# of vehicles disposed	70	60	60
Staff cost per hour	\$32.00	\$33.00	\$34.00
% of sales price to Blue Book value	80.0%	80.0%	80.0%

<sup>1</sup> FY 2009 expenditures reflect the transfer of professional services (\$110,000) from the Surplus Vehicle Disposal (Vehicle Operations & Maintenance Program) activity to be properly reflected in the Construction Administration Activity (Capital Development Program).

# General Services Department

## Capital Projects Management Program

The goal of Capital Projects Management is to provide administrative oversight in the construction and renovation of City facilities to improve and enhance the delivery of the occupying agency's service programs.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	5.1%	6.2%	6.5%
Total Expenditures	\$677,831	\$788,621	\$859,908
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$677,831	\$788,621	\$859,908
Program Outcomes			
% of approved projects that are completed on schedule and on budget	NA	TBD	TBD

### Activity Data

CIP DEVELOPMENT – The goal of CIP Development is to develop clear, detailed, Programs of Requirements for prospective capital improvement projects as submitted from City Departments and agencies, and to justify and recommend facility projects for consideration by the Capital Projects Review Committee and the City Manager.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed <sup>1</sup>
Expenditures	\$42,985	\$43,035	\$92,682
FTE's	0.3	0.3	0.3
# of projects for consideration in the Capital Improvement Program	NA	29	TBD
\$ per project submitted for review	NA	\$5,800,000	TBD
% of projects developed on schedule for the CIP planning process	NA	100.00%	100.00%

PROJECT PLANNING – The goal of Project Planning is to work with prospective users to develop the desired architectural and engineering concepts for the construction, remodeling, or renovation of City facilities, and to manage those concepts through the budgeting, scheduling and construction document and permitting phases of project mgmt.			
Expenditures	\$200,522	\$200,756	\$228,438
FTE's	2.7	2.0	2.0
# of projects planned through Design and Construction Documents	NA	TBD	TBD
\$ per project planned	NA	TBD	TBD
% of projects designed on schedule	NA	TBD	TBD
% of estimates within 5% of bid	NA	TBD	TBD

CONSTRUCTION ADMINISTRATION – The goal of Construction Administration is to provide management oversight to facility projects through completion within monetary, schedule, and building specifications to provide City occupants and users of the facility project with a finished facility that maintains or enhances their experience in the use and occupancy of City Facilities.			
Expenditures	\$434,324	\$544,830	\$538,788
FTE's	6.0	4.6	4.6
# of projects managed	NA	TBD	TBD
Cost per project managed	NA	TBD	TBD
% of projects completed on schedule	NA	TBD	TBD
% of projects completed on budget	NA	TBD	TBD

<sup>1</sup> FY 2009 expenditures reflect the transfer of professional services (\$110,000) from the Surplus Vehicle Disposal (Vehicle Operations & Maintenance Program) activity to be properly reflected in the Construction Administration Activity (Capital Development Program).

# General Services Department

## Energy Management Program

The goal of Energy Management is to provide reliable, cost-effective utilities to City agencies to support their service delivery programs.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
	12.3%	12.9%	12.7%
Total Expenditures	\$1,637,650	\$1,639,559	\$1,680,104
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,637,650	\$1,639,559	\$1,680,104
Program Outcomes			
% reduction in energy units consumed	NA	3.0%	3.0%

### Activity Data

UTILITY BILL PAYMENT & ENERGY CONSUMPTION MANAGEMENT – The goal of Utility Bill Payment and Energy Consumption Management is to audit and remit for Electric, Natural Gas, and Water/Sewer services used by City facilities to ensure uninterrupted utilities, and to provide engineering services to reduce utility usage.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,637,650	\$1,639,559	\$1,680,104
FTE's	0	1.6	1.6
# of accounts on which payments are made	354	354	358
Cost per account managed	\$4,684	\$4,299	\$4,393
% of accounts remitted on time	100%	100%	100%
Electricity: kilowatt-hours consumed	28,022,128	27,181,464	26,366,020
Natural Gas: therms consumed	637,048	617,937	599,398
Water: Gallons consumed	71,178,000	69,042,660	66,971,380
% reduction in kilowatt-hour consumed	NA	3.0%	3.0%
% reduction in therms consumed	NA	3.0%	3.0%
% reduction in gallons consumed	NA	3.0%	3.0%

# General Services Department

## Space Management Program

The goal of Space Management is to provide adequate facility space for departments and agencies from which they can adequately carry out their missions, programs, and activities.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	2.9%	4.0%	3.9%
Total Expenditures	\$388,188	\$514,415	\$512,533
Less Revenues	\$0	\$140,487	\$142,181
Net General Fund Expenditures	\$388,188	\$373,928	\$370,352
Program Outcomes			
% of City square footage space needs met through City owned space.	NA	80.0%	80.0%

REAL ESTATE MANAGEMENT – The goal of the real estate management activity is to provide for leased space to departments and agencies that require such space in support of their missions, programs, and activities.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed <sup>1</sup>
Expenditures	\$252,847	\$378,916	\$408,807
FTE's	2.0	2.6	2.6
Square feet of leased space (managed by General Services; City as tenant)	403,564	403,564	403,564
# of lease agreements maintained (as landlord or tenant)	98	98	98
Cost per square foot of leased space managed compared to market/industry standard	NA	TBD	TBD
% os space owned by City vs leased by the City	81.6%	81.9%	81.9%
% of leases maintained in compliance with lease terms and conditions	100.0%	100.0%	100.0%

SPACE PLANNING – The goal of the space planning activity is to maximize the efficient use of City occupied space while at the same time providing users and occupants with a quality service environment.			
Expenditures	\$135,341	\$135,499	\$103,726
FTE's	1.0	1.5	1.5
Square feet of space owned by the City	1,793,640	1,831,200	1,831,200
Total cost per square foot of building serviced	NA	\$1.28	\$1.33
% os space owned by City vs leased by the City	81.6%	81.9%	81.9%

<sup>1</sup> FY 2009 expenditures reflect the transfer of professional services from Core and Shell to be properly reflected in Real Estate Management (\$125,774). Similar transfers are made in FY 2008 for comparative purposes.

# General Services Department

## Printing and Mail Services Program

The goal of Printing and Mail Services is to provide quality graphic arts, one and two color offset printing and binding services; professional high speed duplicating services; mail collection, processing and distribution services; and to maintain satellite photocopy machines for City departments and agencies.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures <sup>1</sup>	\$853,696	\$457,802	\$607,621
Less Revenues	0	0	0
Net General Fund Expenditures	\$853,696	\$457,802	\$607,621
Program Outcomes			
% of customers rating printing services as satisfactory or better	NA	100%	100%

<sup>1</sup> Total expenditures do not include a negative allowance for actual recovered printing and copying costs from departments in FY 2007 (\$109,025) and expected recovered costs in FY 2008 (\$524,665) and FY 2009 (\$324,665).

### Activity Data

BINDING – The goal of Binding is to provide quality laminating, shrink wrapping, folding and cutting for City departments in order to meet their binding needs in a timely manner.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$48,292	\$48,348	\$41,755
FTE's	0.7	0.5	0.5
# of service hours provided	NA	8	8
Work requests per FTE	NA	12	12
Cost per service hour	NA	\$8.50	\$8.84
% of jobs completed without re-work	NA	100.0%	100.0%

Graphics and Printing – The goal of Graphics and Printing is to provide graphic arts and offset printing services to City departments and agencies.			
Expenditures <sup>1</sup>	\$457,527	\$170,323	\$107,103
FTE's	0.9	0.9	0.9
# of jobs produced	NA	1,600	1,600
# of service hours provided	NA	TBD	TBD
Cost per service hour	NA	TBD	TBD

<sup>1</sup> Total expenditures do not include actual recovered graphics, printing and typesetting costs in FY 2007 (\$287,402) and expected recovered costs in FY 2008 (\$201,358). The graphics function has been transferred to the new Communications Office in FY 2009; also, most offset printing services are now outsourced to private vendors, beginning in mid-FY 2007.

HIGH-SPEED COPYING – The goal of High-Speed Copying is to provide professional, high quality, high-speed duplicating services to City agencies.			
Expenditures <sup>1</sup>	\$181,511	\$72,570	\$251,246
FTE's	1.2	1.3	1.3
# of copies made	2,480,559	2,500,000	3,300,000
# of staff hours to complete job (daily)	8	8	8
# of work requests per FTE	NA	7	10
Cost per copy (black & white)	\$0.035	\$0.034	\$0.034
Cost per copy (color)	NA	\$0.23	\$0.23
Cost per service hour	NA	\$30.19	\$31.40

<sup>1</sup> Total expenditures do not include actual recovered costs in FY 2007 (\$109,025) and expected recovered costs in FY 2008 (\$323,307) and FY 2009 (\$324,665).

# General Services Department

## Printing and Mail Services Program, continued

### Activity Data

SELF-SERVICE COPY MANAGEMENT – The goal of Self-Service Copy Management is to maintain the satellite copiers located in City Hall and to ensure that all resources and supplies are provided so that City agencies can complete independent copy jobs in a timely manner.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$34,294	\$34,334	\$76,808
FTE's	0.5	0.5	0.5
# of copies made	150,000	135,000	240,000
# of copy machines operated	3	3	3
Cost per copy (black & white)	\$0.04	\$0.06	\$0.07
Cost per copy (color)	\$0.28	\$0.30	\$0.30

MAIL DISTRIBUTION – The goal of Mail Distribution is to provide mail collection, processing and distribution services for all City agencies in a timely manner.			
Expenditures	\$132,073	\$132,227	\$130,709
FTE's	3.7	1.4	1.4
# of pieces processed and delivered (U.S. Post Office & Inter-Office mail)	NA	237,135	460,000
# of service hours provided per day	8	8	8
Cost per service hour	NA	\$18.29	\$19.02

RECOVERED COSTS FROM DEPARTMENTS	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Graphics, Printing & Typesetting	\$287,402	\$201,358	\$0
High Speed Copying	\$109,025	\$323,307	\$324,665
Total Recovered Costs from Departments	\$396,427	\$524,665	\$324,665

# General Services Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

<b>Activity</b>	<b>Adjustment</b>	<b>FY 2009 Proposed</b>
<b>Increased Fuel Costs</b>	<i>Vehicle Operations</i>	<b>\$356,857</b>
<p>This adjustment will fund \$356,857 in anticipated increase in fuel costs for a total of \$1,810,249 in FY 2009. The increase assumes an average actual cost per gallon of \$2.30, which is what was paid through October 2007. An amount of \$250,000 has also been set aside in designated fund balance for possible fuel cost increases in FY 2009.</p>		

# General Services Department

## Summary of Budget Changes

Expenditure Reductions			
Activity	Reduction Option	FY 2009 Proposed	FTE
<b>Communications</b> As a result of the outsourcing of a majority of the Department's offset printing operations to outside vendors, the Print Shop facility was closed and the remaining functions were transferred to the City's Mailroom. The Division Chief's position was eliminated and the Mailroom personnel duties were reorganized, resulting in savings of \$87,000 to the City.	<i>Printing and Mail Services Reorganization</i>	<b>\$87,000</b>	1.0
<b>Parts</b> This reduction option reflects a change in the Department's auto parts purchasing contract, resulting in savings of \$60,000 to the City.	<i>Auto Parts Contract</i>	<b>\$60,000</b>	NA
<b>Utilities and Energy</b> This reduction option will involve the City's Energy Manager analyzing, conducting audits and making recommendations to reduce energy consumption, resulting in savings of \$52,000, or 3 percent, of total costs of utilities.	<i>Reduced Energy Consumption</i>	<b>\$52,000</b>	NA
<b>Facilities Maintenance and Support</b> This reduction option will reduce staff overtime costs by re-assigning two full-time daytime Building Systems Technician positions to afternoon and evening shift duties to support after hours meetings and other occasions in the City.	<i>Modified Staff Hours to Reduce Overtime</i>	<b>\$31,000</b>	NA
<b>Repairs</b> This reduction option reflects a change in the Department's auto body repair contract, from an average labor rate of \$40 per hour to \$23 per hour, with a 15% discount for parts used for the repair of City vehicles involved in a collision. This results in savings of \$24,000 to the City.	<i>Auto Body Contract</i>	<b>\$24,000</b>	NA
<b>Scheduled Routine Maintenance</b> This reduction option reflects a change in the Department's car wash contract, from \$4.00 per car to \$3.25 per car, resulting in savings of \$12,000 to the City.	<i>Car Wash Contract</i>	<b>\$12,000</b>	NA
<b>TOTAL</b>		<b>\$266,000</b>	

# Office of Human Rights

**Mission Statement:** The mission of the Office of Human Rights is to enable everyone to share equally in Alexandria's quality of life, provide services to make the City more welcoming to all people, and strive to make City government more reflective of our community.

## FY 2009 Budget Summary Table and Highlights

Summary Table				Highlights
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	
Total Expenditures	\$644,778	\$676,800	\$689,821	<ul style="list-style-type: none"> <li>• In FY 2009 the proposed General Fund budget increased by \$13,021 (2.1%).</li> <li>• FY 2009 personnel costs increased by \$11,252 (2.1%); the increase was due to employee merit adjustments and increased retirement costs.</li> <li>• Total non-personnel costs increased by \$1,769 (1.3%); the increase was due to minor increases in rent, equipment replacement charges and operating supplies.</li> </ul>
Less Revenues	\$64,870	\$42,850	\$42,850	
Net Gen. Fund Expenditures	\$579,908	\$633,950	\$646,971	
FTE's	6.0	6.0	6.0	

### Office of Human Rights Programs and Activities

<p><b>Enforcement</b>                  Disability Rights                  Complaint Resolution,                  Intervention &amp; Resolution</p> <p><b>Community Inclusiveness &amp; Collaboration</b>                  Outreach, Training and Referrals                  Assessment And Collaboration</p>	
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### Dept Info

<p><b>Department Contact Info</b>                  703.838.6390  <a href="http://alexandriava.gov/humanrights">http://alexandriava.gov/humanrights</a></p> <p><b>Department Head</b>                  Jean Kelleher Niebauer, Director                  703.838.6390  <a href="mailto:jean.niebauer@alexandriava.gov">jean.niebauer@alexandriava.gov</a></p> <p><b>Department Staff</b>                  Mike Hatfield, Disability Resources                  Coordinator                  703.838.6390  <a href="mailto:Mike.hatfield@alexandriava.gov">Mike.hatfield@alexandriava.gov</a></p>
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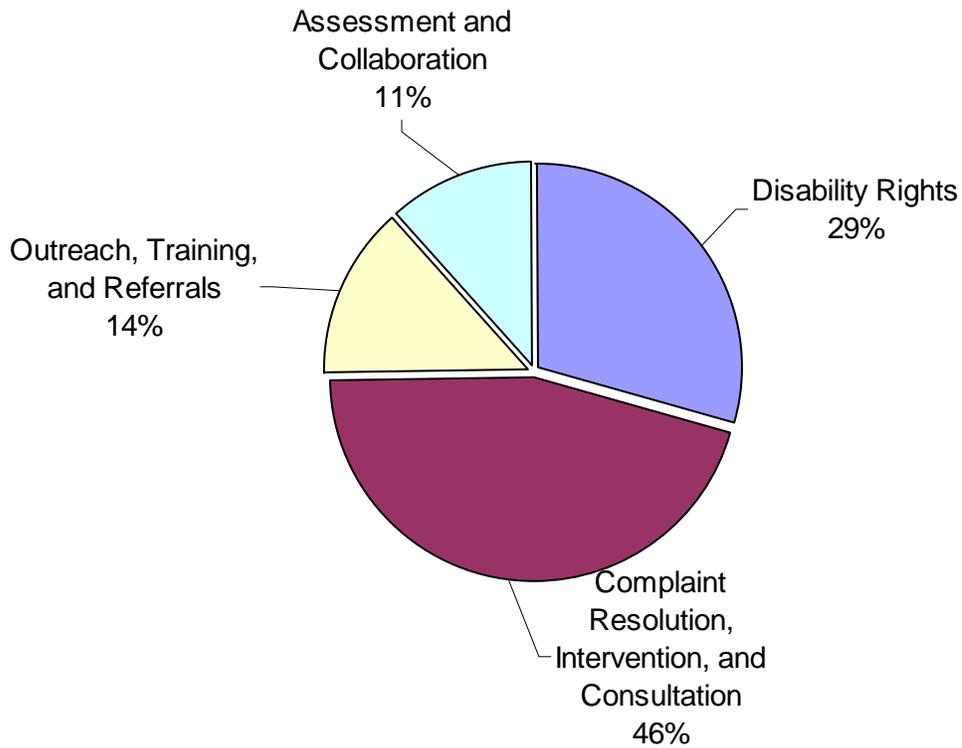
# Office of Human Rights

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of cases worked <sup>1</sup>	178	300	300
cost per case worked	\$1,570	\$1,629	\$973
% of cases closed within 180 days	90%	90%	90%

<sup>1</sup> Anticipated increase in cases worked is attributable to counting 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the Washington Field Office that require some work by this Office.

## FY 2009 Proposed Expenditures by Activity



# Office of Human Rights

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$556,231	\$537,269	\$548,521	2.1%
Non-Personnel	88,547	139,531	141,300	1.3%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$644,778</u></b>	<b><u>\$676,800</u></b>	<b><u>\$689,821</u></b>	<b>1.9%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	64,870	42,850	42,850	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$64,870</u></b>	<b><u>\$42,850</u></b>	<b><u>\$42,850</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$579,908</u></b>	<b><u>\$633,950</u></b>	<b><u>\$646,971</u></b>	<b>2.1%</b>
<b>Total Department FTE's</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Enforcement	483,130	507,124	514,498	1.5%
Community Inclusiveness and Awareness	161,648	169,676	175,323	3.3%
<b>Total Expenditures</b>	<b><u>\$644,778</u></b>	<b><u>\$676,800</u></b>	<b><u>\$689,821</u></b>	<b>1.9%</b>

# Office of Human Rights

## Enforcement

The goal of Enforcement is to eliminate discrimination for those who work in, live in or visit Alexandria by ensuring compliance with Federal, State and Local anti-discrimination laws, and striving to maintain a diverse, inclusive and vibrant community.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	74.9%	74.9%	74.6%
Total Expenditures	\$483,130	\$507,124	\$514,498
Less Revenues	\$57,679	\$35,100	\$35,100
Net General Fund Expenditures	\$425,451	\$472,024	\$479,398
Program Outcomes			
% of complaints resolved within 180 days	90%	90%	90%

## Activity Data

<b>DISABILITY RIGHTS</b> – The goal of Disability Rights is to advocate for the rights of persons with disabilities, educate the public on laws protecting persons with disabilities, and act as liaison to the community and government resources.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$187,242	\$196,541	\$203,017
FTE's	0.9	0.9	0.9
# of contacts	2,080	2,270	3,000
cost per contact	\$90	\$87	\$68
% of contacts responded to by close of business next day	95%	95%	100%

<b>COMPLAINT RESOLUTION, INTERVENTION AND CONSULTATION</b> – The goal of Complaint Resolution, Intervention and Consultation is to facilitate resolution of disputes, stop discrimination, if it has occurred, and counsel public and private entities to ensure compliance with the law.			
Expenditures	\$295,888	\$310,583	\$311,481
FTE's	3.3	3.3	3.3
# of cases worked <sup>1</sup>	178	300	300
cost per case worked	\$1,662	\$1,035	\$1,038
% of cases resolved through alternative dispute resolution	NA	10.0%	12.0%
% of cases closed within 180 days	90%	90%	90%

<sup>1</sup> Anticipated increase in cases worked is attributable to counting 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the Washington Field Office that require some work by this Office.

# Office of Human Rights

## Community Inclusiveness and Awareness

The goal of Community Inclusiveness and Awareness is to educate the public and private sectors on inclusive best practices and to promote understanding, tolerance and celebration of our City's diversity, including the most vulnerable.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	25.1%	25.1%	25.4%
Total Expenditures	\$161,648	\$169,676	\$175,323
Less Revenues	\$7,191	\$7,750	\$7,750
Net General Fund Expenditures	\$154,457	\$161,926	\$167,573
Program Outcomes			
% survey respondents reporting knowledge of the City's diversity and inclusiveness efforts	NA	80%	80%

### Activity Data

OUTREACH, TRAINING, and REFERRALS – The goal of Outreach, Training and Referrals is to promote understanding of rights and responsibilities, and ensure that everyone shares equally in Alexandria's quality of life.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$87,361	\$91,700	\$95,300
FTE's	1.0	1.0	1.0
# of contacts	2,600	2,750	2,750
cost per contact	\$34	\$33	\$35
# of individuals trained	NA	148	250
% of training participants reporting increased knowledge of anti-discrimination laws	NA	100%	90%
% of contacts responded to by close of business next day	90%	90%	95%

ASSESSMENT AND COLLABORATION – The goal of Assessment and Collaboration is to assess social conditions that might give rise to discrimination, make the City more welcoming to all people, promote best practices, and collaborate with other agencies.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$74,287	\$77,976	\$80,023
FTE's	0.8	0.8	0.8
# of collaborations	NA	55	55
cost per collaboration	NA	\$1,455	\$1,455
% increase in new collaborations	N/A	12%	10%

# Information Technology Services

**Mission Statement:** The mission of the Information Technology Services Department is to effectively manage the City's information and technology assets to guarantee a reliable computer infrastructure, deliver timely and effective responses to customer requirements, and to provide information services to City departments and the public that are credible, accurate and accessible.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$8,846,522	\$8,024,686	\$8,065,855
Less Revenues	\$623,873	\$765,000	\$765,000
Net Gen. Fund Expenditures	\$8,222,649	\$7,259,686	\$7,300,855
Authorized Positions (FTE's)	58.5	50.5	48.5

### Highlights

- In FY 2009, the proposed General Fund budget is increasing by \$41,169, or 0.6%.
- FY 2009 personnel costs are decreasing by a net of \$27,474, or 0.5% primarily due to the elimination of 2.0 FTE's (\$145,053) in the Network Operations Center and a larger vacancy factor than in FY 2008.
- The E-Government Program and its related funding was transferred in its entirety to the Office of Communications in FY 2008.

- Total non-personnel costs increase by \$68,643 or 3.2%. The increase is the result of \$100,000 in professional services funding that has been reallocated from the ITS personnel budget for contractor support and a \$24,000 supplemental request for an improved e-mail spam and security solution for the City. These increases are partially offset by several expenditure reductions described more fully at the end of this section: AJIS maintenance, (\$20,000); Backup Tapes, (\$12,000); Class Instructors, (\$5,000); Customer Service Survey, (\$15,000); and Books/Publications, (\$5,000).
- Capital Outlay is remaining flat at \$765,000 in FY 2009. In addition, \$700,000 in accumulated fund balance will be transferred to the General Fund in FY 2009.

## ITS Programs and Activities

### Leadership and General Management

Leadership and General Management  
Planning, Project Mgmt, Contract Mgmt,  
and Quality Assurance  
Financial Management

### Customer Service

Help Desk  
Equipment Replacement  
Training

### Network Operations

Schedule Production Processing  
Network Support  
Data Backup and Restore

### Institutional Network

Support and Maintenance  
Expansion and Upgrade

### Telecom Management

Cell Phones  
Telecom Support

### Applications Programming

Application Maintenance,  
Enhancements, and New Software  
Implementation

### Enterprise Messaging

Email Services  
Network Engineering

### Data Management

Database and Data Infrastructure  
Emerging Technologies

### E-Government

*Program now located in Office of  
Communications*

### Citywide IT Security

Security Operations

## Department Information

### Department Contact Info

703.838.4950  
[www.alexandriava.gov/its](http://www.alexandriava.gov/its)

### Department Head

Mike Herway, Director of ITS  
703.838.4950  
[mike.herway@alexandriava.gov](mailto:mike.herway@alexandriava.gov)

### Department Staff

Tom Trobridge, Dep. Director  
Judy Milligan, Division Chief  
Shelly Santos, Division Chief  
Curtis Ney, Division Chief  
Pete Orzel, Division Chief  
Carol Adcock-Stearns, Division Chief  
Suellen Savukas, Project Planning &  
Management Manager

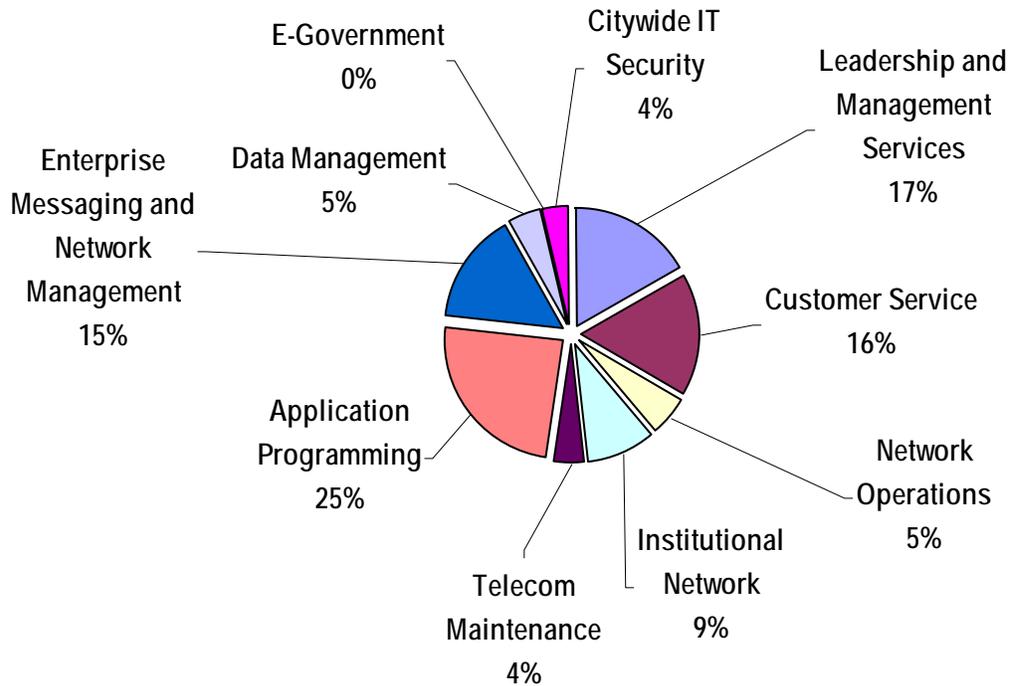
# Information Technology Services

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Cost per department supported by ITS*	\$239,095	\$235,043	\$239,448
% of Help Desk work requests resolved within 24 hours of receipt	39.0%	38.0%	40.0%
% of customers rating network availability as good to excellent	92.0%	92.0%	92.0%
% of City sites connected to the Institutional Network	95.0%	95.0%	95.0%
Cost per City email account managed	\$262	\$270	\$228
Cost per cell phone supported	N/A	N/A	\$41.01

\* Reflects transfer of E-Government function to the Office of Communications

## FY 2009 Proposed Expenditures by Program



# Information Technology Services

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed	% Change 2008-2009
Personnel	\$5,011,003	\$5,099,572	\$5,072,098	-0.5%
Non-Personnel	3,821,488	2,160,114	2,228,757	3.2%
Capital Goods Outlay	14,031	765,000	765,000	0.0%
<b>Total Expenditures</b>	<b><u>\$8,846,522</u></b>	<b><u>\$8,024,686</u></b>	<b><u>\$8,065,855</u></b>	<b>0.5%</b>
<b>Less Revenues</b>				
Internal Services	\$623,873	\$515,000	\$765,000	48.5%
Internal Services - Fund Balance	0	250,000	0	-100.0%
Special Revenue Funds	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$623,873</u></b>	<b><u>\$765,000</u></b>	<b><u>\$765,000</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$8,222,649</u></b>	<b><u>\$7,259,686</u></b>	<b><u>\$7,300,855</u></b>	<b>0.6%</b>
<b>Total Department FTE's</b>	<b>58.5</b>	<b>50.5</b>	<b>48.5</b>	<b>-4.0%</b>

- ITS budgets for FY 2008 and FY 2009 do not include any funding for E-Government operations. This Program was moved in its entirety to the Office of Communications in FY 2008.

# Information Technology Services

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification <sup>1</sup>	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed	% Change 2008-2009
Leadership and Management Services	\$1,391,077	\$1,356,194	\$1,375,621	1.4%
Customer Service	1,405,959	1,416,655	1,321,020	-6.8%
Network Operations	569,406	572,054	430,770	-24.7%
Institutional Network	698,590	703,424	747,664	6.3%
Telecom Management	315,061	316,205	326,199	3.2%
Application Programming	2,031,097	2,038,515	1,978,555	-2.9%
Enterprise Messaging and Network Management	1,061,198	1,069,520	1,229,758	15.0%
Data Management	358,001	358,596	370,529	3.3%
E-Government	823,520	0	0	N/A
Citywide IT Security <sup>2</sup>	192,613	193,523	285,739	47.7%
<b>Total Expenditures</b>	<b>\$8,846,522</b>	<b>\$8,024,686</b>	<b>\$8,065,855</b>	<b>0.5%</b>

<sup>1</sup> FY 2009 expenditures reflect more accurate allocations of program and activity resources than in FY 2008, which was the first year of establishing program and activity budgets. The FY 2008 Programs and Activities have been adjusted to reflect these base budget adjustments. Specific resource variances due to supplemental increases and expenditure reductions and their impact on a particular activity are fully described.

<sup>2</sup> Much of the increase (\$72,000) in the Security Operations Activity from FY 2008 to FY 2009 is attributable to the transfer of multiple security related annual maintenance agreements from other ITS activities.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Amended <sup>1</sup>	FY 2009 Proposed <sup>2</sup>	% Change 2008-2009
Leadership and Management Services	10.7	10.7	10.7	0.0%
Customer Service	6.1	6.1	6.1	0.0%
Network Operations	5.8	5.8	3.8	-34.8%
Institutional Network	3.0	3.0	3.0	0.0%
Telecom Management	2.3	3.3	3.3	0.0%
Application Programming	12.4	12.4	12.4	0.0%
Enterprise Messaging and Network Management	6.6	5.6	5.6	0.0%
Data Management	2.6	2.6	2.6	0.0%
E-Government	8.0	N/A	N/A	N/A
Citywide IT Security	1.3	1.3	1.3	0.0%
<b>Total full time equivalents</b>	<b>58.5</b>	<b>50.5</b>	<b>48.5</b>	<b>-4.0%</b>

<sup>1</sup> E-Government associated FTE's (7.0 FTE's) are shown in the Office of Communications section of the budget for FY 2008 and FY 2009 due to the transfer of this function out of the ITS budget.

<sup>2</sup> The overall FY 2009 FTE count for ITS is decreasing by 2.0 FTE's due to the reduction of two positions associated with the Network Operations Center night shift (*Schedule Production Process Activity*).

# Information Technology Services

## Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide coordination, communication, staff direction and stewardship for internal and external stakeholders.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	15.7%	16.9%	17.1%
Total Expenditures	\$1,391,077	\$1,356,194	\$1,375,621
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,391,077	\$1,356,194	\$1,375,621
Program Outcomes			
Leadership and Management Support Services expenditures as a percentage of the total ITS budget	15.7%	15.2%	15.1%

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and general support services to facilitate the operations of the Information Technology Services Department.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$849,158	\$810,948	\$806,090
FTE's	5.3	5.3	5.3
# of departments supported	37	38	38
\$ amount of departmental expenditures	\$8,846,522	\$8,931,636	\$9,099,019
Cost per department supported	\$239,095	\$235,043	\$239,448
Leadership & Management Support Services expenditures as a % of total department	15.72%	15.18%	15.12%
% of customers who rate ITS understanding of business needs as good to excellent	90%	90%	90%

PLANNING, PROJECT MANAGEMENT, CONTRACT MANAGEMENT, & QUALITY ASSURANCE – The goal of Planning, Project Management, Contract Management and Quality Assurance is to provide a variety of planning and management services to internal (departmental) and external (other departments) customers on an as needed basis to facilitate IT project planning, quality execution, and timely completion.			
Expenditures	\$366,442	\$369,024	\$391,200
FTE's	3.5	3.5	3.5
# of projects provided assistance	25	30	30
# of staff hours of support provided	N/A	7280	7280
Cost per staff hour of support	N/A	\$51	\$54
% of customers who rate ITS problem solving as good to excellent	N/A	85%	85%

to the Department in order to efficiently and effectively monitor fiscal resources and facilitate operations.			
Expenditures	\$175,477	\$176,222	\$178,331
FTE's	1.9	1.9	1.9
# of IT purchases processed	N/A	1408	1408
Cost per IT purchase processed	N/A	\$125	\$127
% customers rating hardware/software procurement services as good to excellent	N/A	89%	89%

# Information Technology Services

## Customer Service

The goal of Customer Service is to provide courteous, responsive, and effective technical support to all City computer and telecommunications users to better assist the City of Alexandria in its use of computer and telecommunications technology.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	14.8%	16.4%	16.4%
Total Expenditures	\$1,305,959	\$1,316,655	\$1,321,020
Less Revenues	\$623,873	\$765,000	\$765,000
Net General Fund Expenditures	\$682,086	\$551,655	\$556,020
Program Outcomes			
% of customers who rate Customer Service responsiveness as good to excellent	96.9%	94.3%	95.0%

## Activity Data

HELP DESK – The goal of the Help Desk is to provide first and second level customer support for City computer and telecommunications users.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$371,132	\$374,721	\$366,315
FTE's	5.0	5.0	5.0
# of work requests generated	10,097	11,660	12,000
# of work requests responded to per FTE	2,040	2,356	2,424
% of work requests resolved within 24 hours	39%	38%	40%

EQUIPMENT REPLACEMENT – The goal of Equipment Replacement is to ensure that City departments and agencies have reliable and efficient computer workstations.			
Expenditures	\$809,914	\$816,763	\$823,454
FTE's	0.3	0.3	0.3
# of workstations replaced and inventoried	398	525	525
Cost per workstation replaced and inventoried	\$2,035	\$1,556	\$1,568
% of funded workstations replaced	17%	22%	20%
% of workstations currently under manufacturer warranty	78%	100%	100%

TRAINING – The goal of Training is to provide computer and application training for City users so that they are better-equipped to use City supported software and applications.			
Expenditures	\$124,913	\$125,171	\$131,251
FTE's	0.8	0.8	0.8
# of students trained	738	612	612
Cost per student trained	\$169	\$205	\$214
% of students who rated computer training as good or excellent	96%	96%	96%

# Information Technology Services

## Network Operations

The goal of Network Operations is to process schedule production, special request, data tape backups and monitor servers for all City departments by processing the City's payroll, transferring direct deposits to banks, printing real estate bills, personal property billing, daily check processing, and month end accounting in order to provide city data.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	6.4%	7.1%	5.3%
Total Expenditures	\$569,406	\$572,054	\$430,770
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$569,406	\$572,054	\$430,770
Program Outcomes			
% of customers rating network availability as good to excellent	93.3%	92.0%	93.0%

### Activity Data

SCHEDULE PRODUCTION PROCESSING – The goal of Schedule Production Processing is to schedule all production updates, reports and backups to ensure that the City has the most current updates and back-ups of databases.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$229,234	\$230,496	\$139,317
FTE's*	2.8	2.8	0.8
estimated # of production runs	50,000	50,000	50,000
Cost per production run	\$4.58	\$4.61	\$2.79
% of production runs completed timely	98%	98%	98%

\* FTE decrease in FY 2009 reflects the phasing out of 2.0 FTE positions

NETWORK SUPPORT – The goal of Network Support is to produce production requests and print reports in order to provide access to City data.			
Expenditures	\$257,824	\$259,361	\$193,338
FTE's	2.2	2.2	2.2
# of production reports produced	N/A	17,264	17,264
Cost per production report produced	N/A	\$15	\$11
% of customers rating report production as good to excellent	92%	92%	92%

DATA BACKUP AND RESTORE – The goal of Data Backup and Restore is to backup all file servers and restore deleted mail files, deleted and/or retrieved lost file server data for all city departments.			
Expenditures	\$82,348	\$82,197	\$98,115
FTE's	0.8	0.8	0.8
Volume of backups completed (in Terabytes - Tb's)	8	10	10
Cost per Tb of data backed up	N/A	\$8,220	\$9,812
% of customers rating restoration of data as good to excellent	92%	92%	92%

# Information Technology Services

## Institutional Network

The goal of I-Net is to provide reliable network services and connection via LAN/WAN between 99 city buildings 24x7 so that City offices can communicate and access databases and the Internet.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	7.9%	8.8%	9.3%
Total Expenditures	\$698,590	\$703,424	\$747,664
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$698,590	\$703,424	\$747,664
Program Outcomes			
% WAN/LAN availability	N/A	TBD	TBD

### Activity Data

SUPPORT/MAINTENANCE – The goal of Support/Maintenance is to maintain I-Net equipment for all city departments to maintain LAN/WAN connectivity.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$501,332	\$505,212	\$545,482
FTE's	1.5	1.5	1.5
# of existing connections supported	104	97	97
Cost per existing connection supported	\$4,821	\$5,208	\$5,624
% of customers rating network availability as good to excellent	92%	92%	92%

EXPANSION AND UPGRADE – The goal of Expansion and Upgrade is to expand the I Net connectivity to new sites and upgrade existing equipment for all city departments.			
Expenditures	\$197,258	\$198,212	\$202,182
FTE's	1.5	1.5	1.5
# of new offices connected	6	16	16
# of new cable drops	N/A	920	920
Cost per new cable drop	N/A	\$215	\$220
% of City sites connected	95%	95%	95%

# Information Technology Services

## Telecommunications Management

The goal of Telecom Management is to provide telephones, cell phones and pagers and *Blackberry* devices to all city departments to facilitate communications.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	3.6%	3.9%	4.0%
Total Expenditures	\$315,061	\$316,205	\$326,199
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$315,061	\$316,205	\$326,199
Program Outcomes			
% of City employees rating City telephone service as good to excellent	91%	91%	91%

### Activity Data

CELL PHONES – The goal of Cell Phones is to provide cell phone support for all city departments in order to facilitate communications.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$41,352	\$40,806	\$92,263
FTE's	0.9	0.9	0.9
# of cell phones supported	2112	2250	2250
Annual cost per cell phone supported	N/A	N/A	\$41.01
% of City employees satisfied with cell phone service	88.6%	86.8%	87.0%

TELECOM SUPPORT – The goal of Telecom Support is to provide phone support for all city departments to facilitate communications.			
Expenditures	\$273,709	\$275,399	\$233,936
FTE's	1.4	2.4	2.4
# of desk phones supported	3,407	3,607	3,607
Annual cost per desk phone supported	\$80	\$76	\$65
% of work requests resolved within 24 hours	7.0%	4.0%	39.0%

# Information Technology Services

## Applications Programming

The goal of Applications Programming is to provide production systems, application software troubleshooting and support, software maintenance and changes to all computer applications, and for the design, development, testing, implementation, and support of new computer systems.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	23.0%	25.4%	24.5%
Total Expenditures	\$2,031,097	\$2,038,515	\$1,978,555
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,031,097	\$2,038,515	\$1,978,555
Program Outcomes			
% of customers rating Application Programming services as good to excellent	91%	91%	91%

### Activity Data

APPLICATION MAINTENANCE, ENHANCEMENTS, & NEW SOFTWARE IMPLEMENTATION – The goal Application Maintenance, Enhancements, and New Software Implementation is to ensure that computer applications software functions correctly by applying enhancements and upgrades, correcting errors, and addressing regulatory changes for various City Departments to support service to the residents. The function also includes working on the installation of new software and interfacing those new applications with other existing City software applications.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$2,031,097	\$2,038,515	\$1,978,555
FTE's	12.4	12.4	12.4
# of applications supported	N/A	171	171
Cost per application supported	N/A	\$11,921	\$11,570
% of customers rating applications solutions as good to excellent	N/A	TBD	TBD

# Information Technology Services

## Enterprise Messaging

The goal of Enterprise Messaging is to provide messaging and networked computer services to City staff in order to support automated business processes.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	13.1%	14.6%	15.2%
Total Expenditures	\$1,161,198	\$1,169,520	\$1,229,758
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,161,198	\$1,169,520	\$1,229,758
Program Outcomes			
% of customers rating email accessibility as good to excellent	95.0%	95.0%	95.0%

### Activity Data

EMAIL SERVICES – The goal of Email Services is to provide users with enterprise messaging for City staff assigned an e-mail account.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures <sup>1</sup>	\$734,949	\$808,872	\$685,053
FTE's	3.6	3.2	3.2
# of Help Desk tickets responded to	1,547	1,500	1,500
# of email accounts managed	2,800	3,000	3,000
Cost per email account managed	\$262	\$270	\$228
% of Help Desk tickets resolved within 3 business days	N/A	TBD	TBD

<sup>1</sup> The net decrease in the Email Services budget from FY 2008 to FY 2009 is mostly attributable to the transfer of the Enterprise Vault Data Security maintenance budget (\$100,000) to the Network Engineering Activity.

EMAIL ADMINISTRATION – The goal of Email Administration is to provide a solid server infrastructure in order for messaging services to be available to City employees. <sup>2</sup>			
Expenditures	\$67,150	\$0	\$0
FTE's	0.6	0.0	0.0
# of Gb's of email data administered	N/A	TBD	TBD
Cost per Gb of email data administered	N/A	TBD	TBD
% of customers rating email accessibility as good to excellent	89%	89%	TBD

<sup>2</sup> This activity has been incorporated into the Email Services Activity for FY 2008 and FY 2009.

NETWORK ENGINEERING – The goal of Network Engineering is to provide citywide file and print services to store business data and house business applications for City staff.			
Expenditures	\$359,099	\$360,648	\$544,705
FTE's	2.4	2.4	2.4
# of servers managed and maintained	127	150	150
All costs per server managed and maintained <sup>3</sup>	\$2,828	\$2,404	\$3,631
% of customers rating server management as good to excellent	84%	84%	84%

<sup>3</sup> In FY 2009, as part of the e-mail disaster recovery project, the Department will transition many critical servers to a managed hosting facility, improving application reliability, management, and recovery.

# Information Technology Services

## Data Management

The goal of Data Management is to maintain application software and develop new software and data infrastructures for City departments and employees.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	4.0%	4.5%	4.6%
Total Expenditures	\$358,001	\$358,596	\$370,529
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$358,001	\$358,596	\$370,529
<b>Program Outcomes</b>			
% of customers who rate Data Management services as good to excellent	89%	89%	90%

### Activity Data

DATABASE AND DATA INFRASTRUCTURE PROGRAM – The goal of Database and Data Infrastructure is to provide a stable and available environment for the software teams and various City departments.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$227,119	\$227,398	\$213,568
FTE's	1.7	1.7	1.7
# of databases managed	N/A	118	118
Cost per GB of data	\$454	\$379	\$305
% of customers who rate Database data availability as good to excellent	91%	91%	91%

EMERGING TECHNOLOGIES – The goal of Emerging Technologies is to investigate, recommend, and implement new and emerging technologies for ITS and various City Departments to more efficiently provide for application maintenance, new software development, and data infrastructure activities.			
Expenditures	\$130,882	\$131,198	\$156,961
FTE's	0.9	0.9	0.9
# of initiatives undertaken	N/A	4	4
Cost per initiative undertaken	N/A	\$32,800	\$39,240
% of customers rating database team's solution development as good to excellent	82%	82%	82%

## E-Government

The goal of E-Government is to apply technology to help residents, businesses, visitors, and employees interact with government more efficiently, effectively and equitably.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	9.3%	0.0%	0.0%
Total Expenditures	\$823,520	\$0	\$0
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$823,520	\$0	\$0
<b>Program Outcomes</b>			
Average customer rating (scale of 1 to 5) of web site's usefulness, attractiveness, and ease of navigation	3.74	N/A	N/A

# Information Technology Services

## E-Government, continued

### Activity Data

PUBLIC SERVICES – The goal of Public Services is to design and maintain cutting-edge web sites and services for current and potential residents, businesses, and visitors, in order to provide them with timely and useful information about City services and promote civic engagement.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$529,357	\$0	\$0
FTE's	4.0	0.0	0.0
# of unique visits to web site and products <sup>1</sup>	N/A	N/A	N/A
Cost per visitor served <sup>1</sup>	N/A	N/A	N/A
Average customer rating (scale of 1 to 5) of web site's usefulness, attractiveness, and ease of navigation <sup>2</sup>	3.74	N/A	N/A
<b>INTERNAL SERVICES – The goal of Internal Services is to design and maintain a cutting-edge intranet web site and other miscellaneous intranet applications for City employees, in order to improve operational efficiency, provide employees with timely and useful information about City procedures and benefits, and promote employee engagement.</b>			
Expenditures	\$135,445	\$0	\$0
FTE's	2.0	0.0	0.0
# of unique visits to web site and products <sup>1</sup>	N/A	N/A	N/A
Cost per visitor served <sup>1</sup>	N/A	N/A	N/A
Average employee rating (scale of 1 to 5) of intranet's usefulness, attractiveness, and ease of navigation	N/A	N/A	N/A
<b>ELECTRONIC PUBLISHING – The goal of Electronic Publishing is to design and produce the City's resident newsletter, employee newsletter, signs, and miscellaneous brochures and publications; and to provide consulting services to City departments to assist with their publications in order to better inform and engage the City's audiences.</b>			
Expenditures	\$79,638	\$0	\$0
FTE's	1.0	0.0	0.0
# of publications and issues produced	59	N/A	N/A
Cost per publication and issue	\$1,350	N/A	N/A
% of customers who rate publications as useful and attractive <sup>2</sup>	100.0%	N/A	N/A
<b>ELECTRONIC PAYMENTS – The goal of Electronic Payments is to design and implement electronic check, credit card, and other forms of payments to enable customers to make payments to and receive payments from the City.</b>			
Expenditures	\$39,738	\$0	\$0
FTE's	0.6	0.0	0.0
# of electronic payments processed	9,871	N/A	N/A
Cost per electronic payment processed	\$4.03	N/A	N/A
% of transactions done electronically or remotely	N/A	N/A	N/A

<sup>1</sup> Data collection will start with the implementation of the Content Management System.

<sup>2</sup> Resident survey is conducted every other year (Fall '04, '06, '08, etc.).

# Information Technology Services

## E-Government, continued

### Activity Data

WIRELESS – The goal of Wireless is to research and develop wireless services and applications for the public and for City purposes, in order to improve the efficiency and effectiveness of municipal services, stimulate economic development and tourism, and promote Alexandria's image as a high-tech community.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$25,316	\$0	\$0
FTE's	0.2	0.0	0.0
# of wireless users and devices served <sup>1</sup>	N/A	N/A	N/A
Cost per wireless connection <sup>1</sup>	N/A	N/A	N/A
Savings over traditional types of connections <sup>1</sup>	N/A	N/A	N/A

<sup>1</sup> These measures are not currently tracked; they were intended to apply to the management of the Citywide wireless network, which has not yet been launched.

COMMUNICATIONS AND MARKETING – The goal of Communications and Marketing is to represent the City through customer inquiries, media interviews, conferences, trade shows, and other outreach opportunities, in order to coordinate the City's messages, serve customers' needs, collaborate with other agencies, and promote Alexandria's image.			
Expenditures	\$14,026	\$0	\$0
FTE's	0.2	0.0	0.0
# of customer inquiries	N/A	N/A	N/A
Cost per customer inquiry	N/A	N/A	N/A
% of customers who indicate that their inquiries were satisfactorily resolved	N/A	N/A	N/A

## Citywide IT Security

The goal of Citywide IT Security is to engage in activities (including security planning, security management, contract management, quality assurance, and general consulting services) provided to internal (departmental) and external (other departments and agencies) users in order to develop, promote and grow a secure enterprise-wide IT environment.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	2.2%	2.4%	3.5%
Total Expenditures	\$192,613	\$193,523	\$285,739
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$192,613	\$193,523	\$285,739
Program Outcomes			
% of hacks and viruses prevented	N/A	TBD	TBD

### Activity Data

SECURITY OPERATIONS – The goal of Security Operations is to execute policies, plans and procedures for all City IT users to ensure the ongoing security of the City's IT environment.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures*	\$192,613	\$193,523	\$285,739
FTE's	1.3	1.3	1.3
# of network clients protected	2,800	2,800	2,800
# of procedures, policies, and plans maintained and implemented	0	3	3
Cost per initiative implemented	N/A	\$64,508	\$95,246
% of network hours without security interruptions	N/A	TBD	TBD

\* Much of the increase (\$72,000) in the Security Operations Activity from FY 2008 to FY 2009 is attributable to the transfer of multiple security related annual maintenance agreements from other ITS activities.

# Information Technology Services

## Summary of Budget Changes

### Supplemental Adjustments to the Budget

Activity	Supplemental Request	FY 2009 Proposed
<b>Email Services</b>	<i>Mail Security Solution</i>	<b>\$24,200</b>
<p>As the City's reliance on e-mail for business productivity has increased, the City has also taken steps to protect users against "spam." In the current environment, ITS employees are required to monitor four locations for spam prevention – two load balanced servers and two load balanced appliances. In the event that a legitimate e-mail is quarantined by the system, staff is required to search through the last two weeks worth of quarantined e-mail. The search and storage of spam e-mails represent a drain on both network resources and available staff.</p> <p>The solution to this problem appears to be Brightmail, a multilayered spam, virus and rule-based filtering solution with a high degree of accuracy. The product is currently used by the City's server hosting and management vendor. The benefits of Brightmail include off-site, 24x7 management of anti-spam, anti-virus, and e-mail filtering; industry leading protection (9 out of 12 U.S. Internet Service Providers use it); comprehensive threat protection; and seamless integration into the City's current network environment</p> <p>The cost of the Brightmail solution is estimated at \$31,700 annually. However, with the implementation of Brightmail, the City could discontinue support for its current anti-spam solutions, saving \$7,500 annually. The net annual cost of Brightmail will be \$24,200.</p>		

### Expenditure Reductions

Activity	Reduction Option	FY 2009 Proposed
<b>Applications Maintenance</b>	<i>AJIS Maintenance Support</i>	<b>(\$20,000)</b>
<p>The maintenance budget for the AJIS system in the Courthouse is being reduced by \$20,000. There should not be any significant impact on service levels</p>		
<b>Schedule Prod. Processing</b>	<i>Backup/Restore Tapes</i>	<b>(\$12,000)</b>
<p>The City has recently purchased a Virtual Tape Library and Enterprise Vault platform for e-mail storage. This purchase allows ITS to be able to purchase less backup tapes each year. The savings on backup tapes is \$12,000 annually. As City Departments move more towards the record retention schedules outlined by the State, the City can expect some additional cost savings in this area.</p>		
<b>Training</b>	<i>City IT Class Instructors</i>	<b>(\$5,000)</b>
<p>The City budget for IT course instructors will be reduced by \$5,000 in FY 2009. The reduction will mean that course offerings will be based more heavily on demand by requiring a minimum enrollment, rather than offering them monthly regardless of subscribers. Also, historically less popular courses may only be offered when fully enrolled.</p>		
<b>Leadership &amp; Mgmt</b>	<i>ITS Customer Satisfaction Survey</i>	<b>(\$15,000)</b>
<p>The City has contracted with George Mason University in the past for analysis of the results of the ITS customer satisfaction survey. At this point, the Department has significant experience analyzing the survey results and can provide comparable service in-house. This reduction will save the City \$15,000 annually.</p>		

# Information Technology Services

## Summary of Budget Changes

### Expenditure Reductions, continued

Activity	Reduction Option	FY 2009 Proposed
<b>Multiple Activities</b>	<i>Books and Publications</i>	<b>(\$5,000)</b>
<p>The ITS budget for books and industry publications will be reduced by \$5,000 in FY 2009. This reduction in funding will place greater pressure on outside training for staff in order to keep up with industry best practices.</p>		
<b>Schedule Prod. Processing</b>	<i>Network Ops Center Positions</i>	<b>(2.0) (\$145,053)</b>
<p>Beginning in FY 2009, ITS will begin phasing out the night shift at the Network Operations Center (NOC). Because of the addition of remote "hot sites" for many City servers, the need to have monitoring staff in the NOC 24 hours per day is becoming less of a necessity. The availability of document imaging, remote automatic printing, as well a new and more reliable Network Operations Center (NOC) also contribute to the ability to begin phasing out the night shift (which has its organization and logic in the era of mainframe computers). This option will result in an annual savings of \$145,053 in FY 2009 and a reduction of 2.0 FTE's. Current employees affected by this reduction will be offered other City positions.</p>		

# Internal Audit

**Mission Statement:** The mission of the Office of Internal Audit is to provide an independent appraisal function to evaluate City programs and activities for compliance with City policies and procedures, to improve City operations, and to prevent fraud, waste, and abuse.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$216,637	\$232,632	\$236,903
Less Revenues	\$0	\$0	\$0
Net Gen. Fund Expenditures	\$216,637	\$232,632	\$236,903
FTE's	2.0	2.0	2.0

### Highlights

- In FY 2009 the proposed General Fund budget increased by \$4,271 (1.8%).
- FY 2009 personnel costs increased by 2.1%; the increase was due to employee merit adjustments and increased retirement costs.

## Internal Audit Programs and Activities

Internal Audit  
Internal Audit

## Dept Info

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# Internal Audit

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of City Departments/Agencies assisted annually	42.0%	48.0%	48.0%
# of recommendations and concerns tracked	19	35	40
# of audits completed	16	18	21
Cost per audit	\$13,539	\$12,924	\$11,281

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$198,408	\$204,325	\$208,596	2.1%
Non-Personnel	18,229	28,307	28,307	0.0%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$216,637</u></b>	<b><u>\$232,632</u></b>	<b><u>\$236,903</u></b>	<b>1.8%</b>
<b>Funding Sources</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$216,637</u></b>	<b><u>\$232,632</u></b>	<b><u>\$236,903</u></b>	<b>1.8%</b>
<b>Total Department FTE's</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Internal Audit	\$216,637	\$232,632	\$236,903	1.8%

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Internal Audit	2.0	2.0	2.0	0.0%

# Internal Audit

## Internal Audit Program

The goal of Internal Audit is to evaluate internal controls to provide reasonable assurance to City staff and City Council that (a) funds are used, and activities are conducted, consistent with laws, regulations, and policies; (b) resources are safeguarded against waste, loss, fraud, abuse and misuse; (c) program activities are efficiently and effectively carried out, and (d) reports contain reliable data.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$216,637	\$232,632	\$236,903
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$216,637	\$232,632	\$236,903
Program Outcomes			
% of City Departments/Agencies assisted annually	42.0%	48.0%	48.0%

## Activity Data

AUDITS – The goal of Audits is to conduct reviews of the systems, processes and internal controls in city operations, report findings and make recommendations in order to improve city operations and ensure compliance with applicable regulations and procedures.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$216,637	\$232,632	\$236,903
FTE's	2.0	2.0	2.0
# of audits completed	16	18	21
# of recommendations and concerns tracked	19	35	40
Cost per audit	\$13,539	\$12,924	\$11,281
% of City Departments/Agencies assisted annually	42.0%	48.0%	48.0%

# Office of Management and Budget

**Mission Statement:** The mission of the Office of Management and Budget is to administer the City's budget process and provide analyses and management services to the City Manager in order to achieve financially sustainable and excellent services valued by the community.

## FY 2009 Budget Summary Table and Highlights

Summary Table				Highlights
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	
Total Expenditures	\$1,115,514	\$1,193,832	\$1,177,222	<ul style="list-style-type: none"> <li>• In FY 2009 the proposed General Fund budget decreased by \$16,610 (1.4%).</li> <li>• FY 2009 personnel costs decreased by 0.9%; the decrease was due to expenditure reductions (\$16,000) described on page 5 and vacancy savings. This decrease is offset by employee step adjustments and increased retirement costs.</li> <li>• Total non-personnel costs decreased 9.2% due to the expenditure reductions (\$8,000) described on page 5; partially offset by an increase in office supplies to reflect FY 2007 actual expenditures.</li> </ul>
Less Revenues	\$0	\$0	\$0	
Net Gen. Fund Expenditures	\$1,115,514	\$1,193,832	\$1,177,222	
FTE's	11	11	11	

### Office of Management and Budget Programs and Activities

**Budget and Management Services**  
 Budget Development & Presentation  
 Budget Implementation & Monitoring  
 Management Improvements

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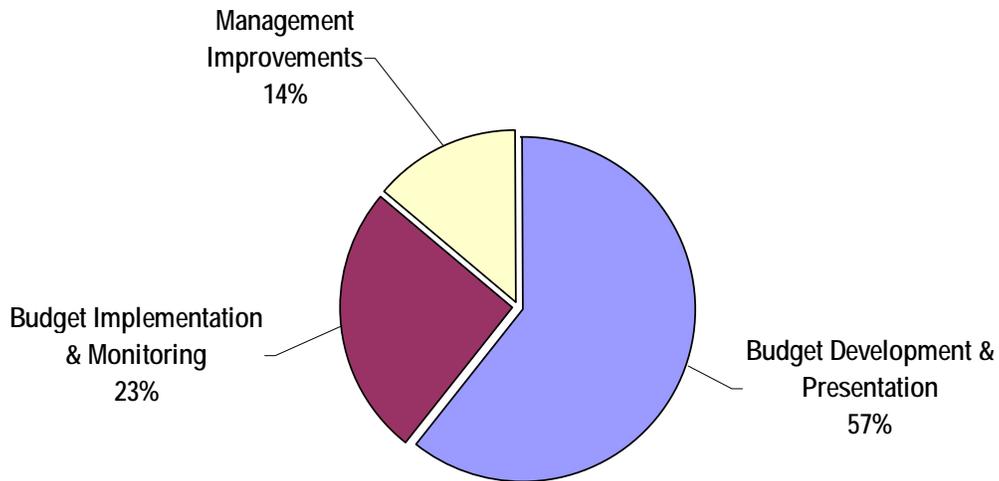
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# Office of Management and Budget

## Selected Performance Measures

% GFOA budget document standards satisfied	97.8%	100.0%	100%
\$ monitored (all funds in millions)	\$697,892	\$746,890	TBD
% of departments that do <u>not</u> overspend	100%	100%	100%
% compliance with City adopted debt policies	100%	100%	100%

## FY 2009 Proposed Expenditures by Activity



# Office of Management and Budget

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$1,021,016	\$1,125,054	\$1,114,786	-0.9%
Non-Personnel	94,498	68,778	62,436	-9.2%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$1,115,514</u></b>	<b><u>\$1,193,832</u></b>	<b><u>\$1,177,222</u></b>	<b>-1.4%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$1,115,514</u></b>	<b><u>\$1,193,832</u></b>	<b><u>\$1,177,222</u></b>	<b>-1.4%</b>
<b>Total Department FTE's</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Initial Base	% Change 2008-2009
Budget & Management Services	\$1,115,514	\$1,193,832	\$1,177,222	-1.4%

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Initial Base	% Change 2008-2009
Budget & Management Services	11	11	11	0.0%

# Office of Management and Budget

## Budget and Management Services Program

The goal of the Budget and Management Services program is to provide the City Manager, City Council, and public with financial choices to balance the needs of the community for City services with the ability of the community to pay for them.

### Activity Data

BUDGET DEVELOPMENT & PRESENTATION – The goal of Budget Development & Presentation is to prepare a proposed budget for the City Manager and Council that clearly explains how the proposed budget accomplishes effective and efficient operation of the City, presents the City's budget to Council and the community in a manner that supports informed Council budget deliberations and community participation, and ensures long range financial sustainability.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$697,892	\$746,890	\$714,237
FTE's	6.5	6.5	6.5
# of activities for which budgets are developed	NA	504	TBD
# of activities per FTE	NA	45.8	TBD
Budget Memoranda	137	80	80
% of GFOA budget document standards satisfied	97.8%	100%	100%
% of GFOA budget document standards outstanding	11.8%	7.5%	15%
BUDGET IMPLEMENTATION & MONITORING – The goal of Budget Implementation & Monitoring is to regularly review revenues and expenditures throughout the fiscal year on behalf of the City Manager in order to ensure that established procedures are followed, expenditures do not exceed appropriations and compliance with debt policy guidelines.			
Expenditures	\$259,077	\$277,266	\$300,921
FTE's	3.0	3.0	3.0
\$ monitored (all funds in millions)	\$647.6	\$629.9	TBD
\$ million monitored per FTE	\$58.9	\$57.3	TBD
# of Council Docket and City Manager Signature Items	64	64	64
% of departments that do not overspend	100%	100%	100%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%
MANAGEMENT IMPROVEMENTS AND LONG RANGE FINANCIAL ANALYSIS – The goal of Management Improvements is to coordinate with various internal and external groups, develop new processes and plans to improve City management, and report on the progress of these and similar efforts to the City Manager.			
Expenditures	\$158,545	\$169,676	\$162,064
FTE's	1.5	1.5	1.5
# of Managing For Results (MFRI) and Efficiency and Best Practices public reports prepared	7	11	13
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	84.9%	89.3%	89.3%

# Office of Management and Budget

## Summary of Budget Changes

Expenditure Reductions			
Activity	Reduction Option	FY 2009 Proposed	Net FTE Impact
<b>Budget Production</b>	<i>1. Photocopying</i>	<b>\$8,000</b>	<b>\$0</b>
<p>This reduction will limit the number of hard copies of the Proposed and Approved Operating and Capital Improvement Program (CIP) documents produced. Compact Disks (CD) will be available for alternate uses. OMB will continue to promote internet availability of these budget documents.</p>			
<b>Seasonal Employees</b>	<i>2. Temporary Services</i>	<b>\$16,000</b>	<b>\$0</b>
<p>This reduction limits the resources available to augment permanent full-time employee functions. An amount of \$8,000 is available to fund seasonal employee costs after the reductions have been taken.</p>			
<b>TOTAL</b>		<b>\$24,000</b>	

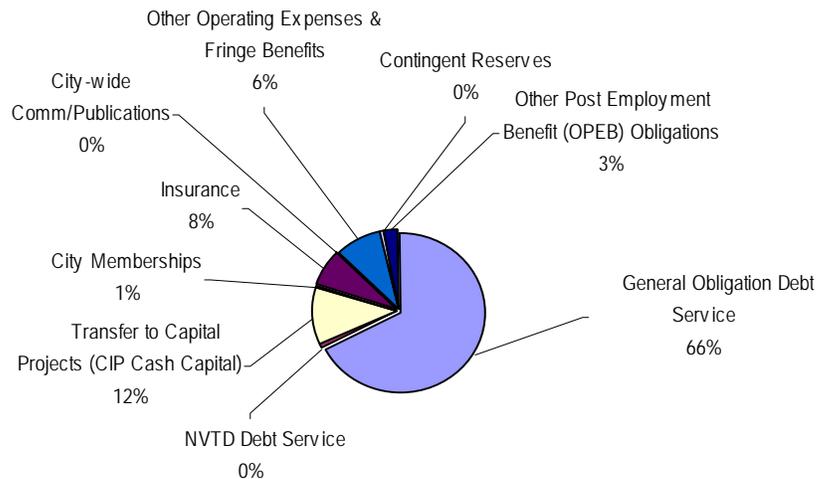
# Non-Departmental

**Purpose Statement:** The purpose of the Non-Departmental Budget is to put into one central place all of those expenditures that support the departments that cannot otherwise easily be categorized. These expenditures include debt service, cash capital (pay-as-you-go capital project funding), contingent reserves, insurance costs including claims paid where the City is self-insured, City memberships, City-wide communication and publication costs, and other miscellaneous operating costs and centrally paid fringe benefits and projected changes in pay or benefits that were estimated too late to include in individual departmental budgets.

## Non-Departmental Expenditures and Revenues

Expenditures	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
CIP Related Expenses			
General Obligation Debt Service	\$30,976,096	\$30,551,035	\$33,384,257
Northern Virginia Transportation District (NVTD) Bond Debt Service	\$256,070	\$256,070	\$256,070
Transfer to Capital Projects (CIP Cash Capital)	\$12,208,096	\$9,765,564	\$5,739,525
City Memberships	\$342,323	\$295,453	\$284,897
Insurance	\$4,675,954	\$4,049,103	\$3,757,668
City-wide Communications/Publications	\$87,405	\$62,000	\$5,000
Other Operating Expenses & Fringe Benefits	\$4,867,938	\$4,201,891	\$4,593,556
Contingent Reserves	\$0	\$1,212,000	\$200,000
Other Post Employment Benefit (OPEB) Obligations	\$0	\$0	\$1,400,000
<b>Total All Funds Non-Departmental Expenditures</b>	<b>\$53,413,882</b>	<b>\$50,393,116</b>	<b>\$49,620,973</b>
<b>Revenues</b>			
Special Revenue Fund	\$150,342	\$1,000,000	\$1,000,000
<b>Total Revenues</b>	<b>\$150,342</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
<b>Total General Fund Expenditures</b>	<b>\$53,263,540</b>	<b>\$49,393,116</b>	<b>\$48,620,973</b>

### FY 2009 Proposed Non-Departmental Expenditures



# Non-Departmental

## Non-Departmental Expenditures

	FY 2007 <u>Actual</u>	FY 2008 <u>Amended</u>	FY 2009 <u>Proposed</u>
<u>General Obligation Bond Debt Service</u>	\$30,976,096	\$30,551,035	\$33,384,257
<u>Northern Virginia Transportation District (NVTD) Bond Debt Service</u>	\$256,070	\$256,070	\$256,070
<b>Subtotal Debt Service</b>	<b>\$31,232,166</b>	<b>\$30,807,105</b>	<b>\$33,640,327</b>

### Debt Service:

Total debt service costs will increase by \$2.8 million, or 9.3 percent. This increase is attributable to the fact that new debt is being issued at the end of FY 2008 currently estimated at \$77.5 million to finance the FY 2008 approved CIP program as well as mid-year commitments to ARHA and to acquire the Tauber property located at King and Beauregard Streets.

The City refinanced \$23.2 million in General Obligation debt in May of 2007 at a true interest cost of 3.9 percent after the most recent reaffirmation of the City's AAA/Aaa credit rating and recognition of the City's excellent financial condition. The City is one of 45 cities and towns across the nation (as of May 2006) with both an AAA and Aaa rating from Moody's and Standard & Poor's. The Proposed FY 2009 General Fund budget includes \$33.4 million for payment of the City's General Obligation debt. The detailed bond repayment schedule is included in Approved FY 2009 - FY 2014 Capital Improvement Program.

The components of FY 2009 debt service costs shown above include the following:

- \$829,325 in debt service for \$10,000,000 in debt issued in November of 2004 for open space purposes. This amount is subtracted from the 1.0 percent of real estate taxes dedicated to open space purposes and the remainder is transferred into the CIP as part of the annual cash capital payment.
- \$1,519,125 in debt service for \$15.0 million in taxable bonds for affordable housing issued in June of 2006. This amount is subtracted from the 1 cent of the real estate tax rate that is dedicated to affordable housing purposes before it is transferred into the Office of Housing budget.
- \$1,323,910 in debt service for various General Obligation bonds issued prior to FY 2006 that represent the portion of those issues devoted to sanitary sewer capital projects. This amount is paid from a transfer into the General Fund from the Sanitary Sewer Enterprise Fund (established in FY 2006).
- In addition to the City's General Obligation debt payments, this account also includes the City's share of debt service for the Northern Virginia Transportation District bonds, in the amount of \$256,070. State authorization for the transportation bonds was approved by the 1998 General Assembly, and bonds were issued in 1999. The City's share of debt service for these bonds is funded from General Fund revenues generated by the right-of-way telecommunications tax, which was also authorized by the 1998 General Assembly.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2007 <u>Actual</u>	FY 2008 <u>Amended</u>	FY 2009 <u>Proposed</u>
<u>Transfer to Capital Projects (CIP Cash Capital)</u>	\$12,208,096	\$9,765,564	\$5,739,525

### Transfer to Capital Projects (CIP Cash Capital):

Cash Capital expenditures will decrease \$4.0 million, or 41.2 percent. \$700,000 is included in the total capital improvements to be funded by the \$8 vehicle decal registration fee increase recently authorized by the General Assembly as part of the Northern Virginia Transportation funding package and subsequently approved by City Council.

The proposed FY 2009 capital budget will be financed through a combination of General Obligation Bond proceeds, a General Fund appropriation (cash capital, including open space trust fund account transfers), the appropriation of fund balance monies from prior years designated for capital projects, sewer fee collections from the Sanitary Sewer enterprise fund, bond interest earnings, bond premiums received on prior bond issuances, reallocated prior year CIP project balances, and transportation funding for transit improvements in the City.

FY 2009 CIP Funding Sources	\$ in millions	% of Total
Cash Capital (G.F. Revenue)	\$3.00	5.1%
Cash Capital (Open Space)	\$2.04	3.5%
Cash Capital (Transportation Funding (Vehicle Registration Fee Income))	\$0.70	1.2%
Fund Balance from Prior Years	\$7.35	12.5%
Bond Interest Earnings FY 2008	\$2.50	4.3%
Sanitary Sewer Enterprise Fund	\$4.78	8.2%
<b>Subtotal City Cash and Other Resources</b>	<b>\$20.37</b>	<b>34.8%</b>
<b>General Obligation Bonds</b>	<b>\$38.94</b>	<b>66.4%</b>

The proposed CIP reflects a shortfall of \$43.7million in funding in FY 2010-FY 2011. An increase in pay-as-you-go financing of this magnitude is not feasible. However, borrowing significantly more than currently approved in the CIP for FY 2010 and FY 2011 may be constrained by the ability of the City's General Fund operating budget to finance large increases in debt service costs. As a result, both the level of expenditures for fiscal years 2010 and 2011 as well as the financing will need to be analyzed and reviewed prior to the preparation of next year's CIP. The complete funding plan for the Capital Improvement Program may be found in the Proposed FY 2009 – FY 2014 Capital Improvement Program document.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2007 <u>Actual</u>	FY 2008 <u>Amended</u>	FY 2009 <u>Proposed</u>
<u>City Memberships</u>	\$342,323	\$295,453	\$284,897

### City Memberships:

The proposed budget for City memberships is decreasing \$10,556, or 3.6 percent.

The proposed budget of \$284,897 for City memberships includes City memberships in the Metropolitan Washington Council of Governments (\$119,075), the National League of Cities (\$8,600), the U.S. Conference of Mayors (\$12,235), the Virginia Municipal League (\$34,240), the Virginia Innovations Group (\$7,500), the Northern Virginia Regional Commission (\$66,172), the Northern Virginia Transportation Commission (\$37,875), the ICMA Performance Measures Consortium (\$5,400), the National Conference of Black Mayors (\$1,300) as well as funding for the USS Alexandria committees (\$5,000). Funding for the USS Alexandria committees was transferred to the Citizen Assistance Office; also, the Virginia Innovation Group membership was discontinued as an expenditure reduction option (\$7,500).

	FY 2007 <u>Actual</u>	FY 2008 <u>Amended</u>	FY 2009 <u>Proposed</u>
<u>Insurance</u>	\$4,675,954	\$4,049,103	\$3,757,668

### Insurance:

The total approved insurance budget is decreasing \$0.3 million, or 7.2 percent. This decrease is primarily attributable to declines in workers compensation costs, excess workers compensation premium cost, general liability insurance, and professional liability insurance; partially offset by increases in health and life insurance for retirees.

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of workers' compensation claims, claims adjustments, the current cost of health insurance for City retirees, pension plans administrative fees, and insurance policies held by the City. Significant costs in this category are for such items as retired employees group health insurance (\$1.9 million), general liability insurance (\$385,290); workers compensation payments (\$510,000), excess workers compensation insurance (\$172,728) professional liability insurance (\$154,194) and liability property insurance (\$208,207). The retiree health insurance increase of \$57,635 was caused by increased enrollment expected. No increase in the maximum \$260 a month retiree health insurance subsidy is planned for FY 2009 in recognition of pending accounting requirement changes (GASB 45).

	FY 2007 <u>Actual</u>	FY 2008 <u>Amended</u>	FY 2009 <u>Proposed</u>
<u>City-wide Communications/Publications</u>	\$87,405	\$62,000	\$5,000

### City-wide Communications/Publications:

The proposed budget for communications and publications is declining \$57,000, or 91.9 percent, due to a plan to fund a City-wide resident survey (\$50,000) with carryover funds from FY 2008. In FY 2009 or FY 2010, the City may elect to conduct the City-wide resident survey as was done in FY 2006, or use these funds for other City resident surveys to determine the quality and impact of City services.

The City communications/publications account (\$100,000), including the production costs (i.e. printing, overtime) and distribution costs of the FY1 Alexandria community newsletter, was transferred from Non-Departmental to the newly created Communications Office in FY 2008. An amount of \$7,000 for the production of the "Know your City" publication and maps was also transferred to the Citizen Assistance Office.

An amount of \$5,000 still remains in the account for City Academy activities.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
<u>Contingent Reserves</u>	\$0	\$1,212,000	\$200,000

### Contingent Reserves:

FY 2009 Proposed Contingent Reserves decreased by \$1,012,000, or 83.5 percent. The FY 2008 amount in contingent reserves reflects the results of the add/delete process in the FY 2008 budget which added significantly to contingent reserves for projects that City Council wished to review again before releasing funding. Before add/delete, \$375,000 was proposed for contingent reserves. This year, \$200,000 is proposed; but an additional \$175,000 is included in the Alternative Budget.

Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to allocate, transfer to and appropriate these monies to other accounts.

The Amended FY 2008 budget contains a total of \$1,212,000 for contingent reserves, an amount equal to 0.2 percent of the total proposed General Fund Operating budget. An additional amount of \$400,000 was added via the November 19, 2007 supplemental appropriations ordinance to address City projects that Council may wish to consider. This includes the allocation of additional resources for the proposed but unfunded initiatives related to getting ready for the opening of the National Harbor/Gaylord Convention Center complex in April 2008.

To date, Council has released \$1,246,834 from Contingent Reserves. Of the remaining \$450,066, \$244,584 has been previously designated as follows:

- \$80,000 was designated in contingent reserves for the Urban Forestry Plan, to fund a full-time Horticultural Assistant position with benefits (\$60,000) and additional seasonal employees (\$20,000) to maintain tree inventory, develop tree and landscape management plans as well as coordinate tree maintenance initiatives pending Council review and approval of an Urban Forestry plan;
- \$74,584 was designated in contingent reserves to fund a full-time Before/After School Project Curriculum Specialist, pending Council review and approval of possible changes to the Before/After School program for elementary school students.
- \$90,000 was designated in contingent reserves for an Economic Development Staff Coordinator position (since this designation was established, a reallocation of an existing position in the City Manager's Office to an Assistant City Manager position with duties to include coordinating the implementation of the recently adopted Economic Sustainability report recommendations has obviated the need for this staff coordinator position).

A balance of \$205,432 remains undesignated in contingent reserves for the balance of FY 2008.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2007 <u>Actual</u>	FY 2008 <u>Amended</u>	FY 2009 <u>Proposed</u>
<u>Other Operating Expenses</u>			
Public Safety Radio System	\$309,114	\$431,549	\$431,549
Affordable Home Ownership Preservation (AHOP)	\$1,037,303	\$1,125,000	\$648,550
Efficiency/Best Practices Studies	\$429,731	\$350,000	\$350,000
Waste-To-Energy Plant Property Taxes	\$544,343	\$650,000	\$650,000
Health Insurance Premium Adjustment	\$0	(\$600,000)	\$0
Pension Supplements	\$1,501,367	\$850,000	\$1,187,836
Allowance for Special Revenue Fund Grants and Donations	\$150,342	\$1,000,000	\$1,000,000
<u>Other Expenditures</u>	<u>\$895,738</u>	<u>\$395,342</u>	<u>\$325,621</u>
Total Other Operating Expenses	<b>\$4,867,938</b>	<b>\$4,201,891</b>	<b>\$4,593,556</b>

### Other Operating Expenses:

Funding for these various operating expenses is increasing \$391,665, or 9.3 percent.

Significant changes in this category are:

- Because of a late change in the estimated rate of growth in health insurance premiums, the Non-Departmental Budget for FY 2008 contained a negative allowance of \$600,000 for the reduction in health care premium costs borne by the City. This negative allowance was spread to the various City departments proportionately in the execution of the FY 2008 budget. No equivalent need for a negative allowance exists in FY 2009.
- An increase of \$337,836 for pension supplements as recommended by the plans' actuary for the old public safety pension plan, which was closed to new members in 1979, in part due to the fact that plan beneficiaries are living longer.
- Under the new accounting standards for other post employment benefits (OPEB), State and local governments across the nation are confronted with the challenge of providing funding to meet the cost of obligations made for post employment health care costs and life insurance. It is estimated that the City and Schools unfunded liability for these costs total \$128 million. Meeting the challenge of funding this liability will assist the City in maintaining its triple A bond ratings during a time in which lenders are looking far more carefully at "risks" before lending money to municipal governments. This budget provides \$1.4 million in initial funding for obligations for future benefits to City employees after retirement and \$0.8 million to fund similar obligations to School employees. This funding represents the first year in a four-year plan to eventually increase funding to address the total City and Schools unfunded liability of \$11million a year to amortize the unfunded liability over time.
- No change is approved in funding for efficiency/best practices studies of \$350,000 per year. Approximately two departments are scheduled for study each year plus consultant support for the Managing for Results Initiative as necessary and other miscellaneous management improvement studies..
- The rebate of Waste-to-Energy plant property taxes, as per the Waste Disposal Trust Fund Agreement between Alexandria and Arlington County, dated October 1, 1985, is unchanged from \$650,000. This amount is budgeted to fund the mandated deposit to the joint Alexandria and Arlington Waste-to-Energy Trust Fund, which is used to help cover certain Waste-to-Energy plant operating and capital costs.
- The Gang Prevention Unit initiatives funding remains at the FY 2008 level of \$15,000.

# Non-Departmental

## Non-Departmental Expenditures, continued

### Other Operating Expenses, continued:

- A \$476,450 decrease in the amount of grants expected to be awarded under the Affordable Home Ownership Preservation Program (AHOP) to a total of \$648,500.
- Since this is the second year of assessment decreases, it is proposed that only those homeowners who have previously successfully applied for an AHOP grant in CY 2007 will be eligible to apply to continue in the program. Also, the maximum household annual income level will be allowed from \$100,000 to \$72,000, the same limit as applies by statute to the elderly and disabled tax relief program. No changes in the elderly and disabled tax relief program are proposed.

AHOP PROGRAM INCOME ELIGIBILITY REQUIREMENTS			
TAX RELIEF GRANT			
Annual Income	Household of One	Household of Two	Household of Three Or More
\$0 - \$40,000	\$1,200	\$1,200	\$1,200
\$40,001 - \$55,000	\$875	\$875	\$875
\$55,001 - \$72,000	\$375	\$375	\$375

## Transfers from Non-Departmental Accounts

As part of the City's activity-based budget re-organization, the following expenditures charged to Non-Departmental accounts in FY 2007 have been transferred to the departments in which they are managed for FY 2008 and FY 2009.

	<u>2007 Actual</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Proposed</u>
Affordable Housing Ownership Preservation Program (AHOP) Administration - Finance	\$60,260	\$75,000	\$75,000
Annual Report/FYI Alexandria - Communications Office	\$51,691	\$100,000	\$100,000
USS Alexandria - Citizen Assistance	5,000	5,000	5,000
Know Your City Publication - Citizen Assistance	0	7,000	7,000
<b>Total</b>	<b>\$116,951</b>	<b>\$187,000</b>	<b>\$187,000</b>

# Non-Departmental

## Changes Recommended in City Manager's Alternative Budget

Activity	Option	FY 2009 Impact
Contingent Reserves	<i>Undesignated</i>	\$175,000
This funding will bring the proposed contingent reserves total to \$375,000, to address additional City needs that Council may wish to fund.		

# Office on Women

**Mission Statement:** The mission of the Office on Women is to empower women and their families by promoting equality, access to opportunities and services through advocacy and education.

## FY 2009 Budget Summary Table and Highlights

Summary Table			
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$1,810,182	\$1,821,678	\$1,875,121
Less Revenues	\$410,568	\$392,990	\$433,113
Net Gen. Fund Expenditures	\$1,399,614	\$1,428,688	\$1,442,008
Authorized Positions (FTE's)	19.5	20.3	20.3

**• Highlights**

- In FY 2008 the approved General Fund budget increased by \$13,320 (0.9%).
- FY 2008 personnel costs increased by 3.5%; the increase was due to step increases, increased health care costs, increased overtime costs, and the addition of one grant funded social worker.
- Total non-personnel costs increased 0.6% due to increases in utilities, office space rentals, and equipment replacement costs.

### Office on Women Programs and Activities

**Leadership & Management**  
 Volunteer Services  
 Leadership & General Mgmt.

**Youth Services**  
 Alexandria Campaign on  
 Adolescent Pregnancy  
 Youth Outreach & Education

**Community Education & Awareness**  
 Communications & Community Education  
 Walk to Fight Breast Cancer and Other Special Events

**Crisis Intervention & Advocacy**  
 Hotline Services  
 Victim Accompaniment & Legal Advocacy  
 Battered Women's Shelter  
 Counseling, Support Groups & Individual Therapy

### Dept Info

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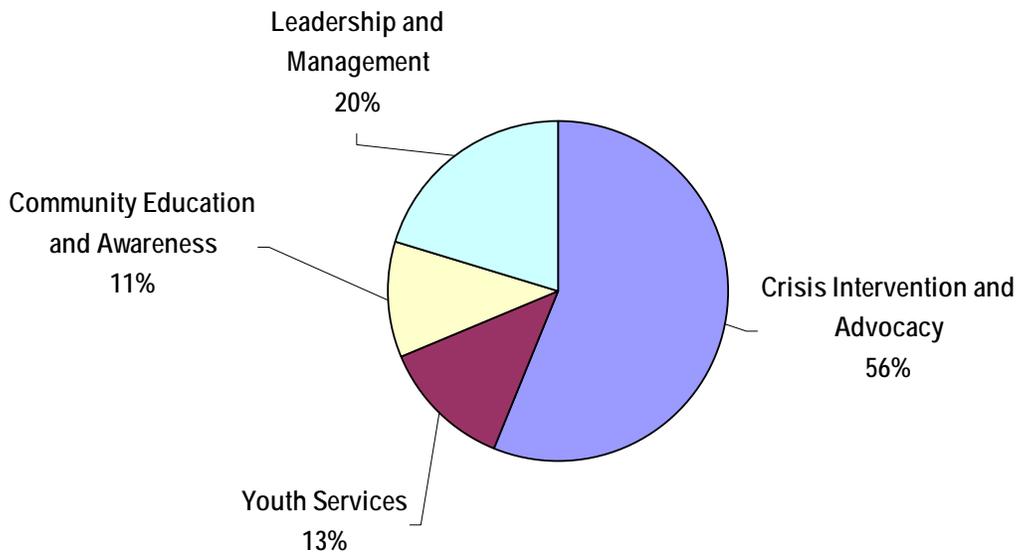
# Office On Women

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual*	FY 2008 Approved	FY 2009 Proposed
% of participants rating workshop/presentation as good or excellent	N/A	80%	80%
% of crisis interventions and advocacy activities achieving effectiveness objectives	N/A	80%	80%
% of Expect Respect participants who demonstrate improved knowledge and attitudes about healthy relationships in pre/post test surveys	N/A	80%	80%
% of departmental effectiveness targets met in all programs	N/A	80%	80%

\*Data was not collected in FY 2007 and is therefore not available.

## FY 2009 Proposed Expenditures by Program



# Office On Women

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$1,483,569	\$1,482,252	\$1,533,755	3.5%
Non-Personnel	326,613	339,426	341,366	0.6%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$1,810,182</b>	<b>\$1,821,678</b>	<b>\$1,875,121</b>	<b>2.9%</b>
<b>Less Revenues</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	410,568	392,990	433,113	10.2%
<b>Total Designated Funding Sources</b>	<b>\$410,568</b>	<b>\$392,990</b>	<b>\$433,113</b>	<b>10.2%</b>
<b>Net General Fund Expenditures</b>	<b>\$1,399,614</b>	<b>\$1,428,688</b>	<b>\$1,442,008</b>	<b>0.9%</b>
<b>Total Department FTE's</b>	<b>19.5</b>	<b>20.3</b>	<b>20.3</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership and Management	\$479,197	\$482,240	\$380,696	-21.1%
Community Education and Awareness	\$192,433	\$193,655	\$206,301	6.5%
Youth Services	\$228,366	\$229,816	\$237,226	3.2%
Crisis Intervention and Advocacy	\$910,187	\$915,967	\$1,050,898	14.7%
<b>Total Expenditures</b>	<b>\$1,810,182</b>	<b>\$1,821,678</b>	<b>\$1,875,121</b>	<b>2.9%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved*	FY 2009 Proposed	% Change 2008-2009
Leadership and Management	3.4	3.4	3.4	0.0%
Community Education and Awareness	2.6	2.1	2.1	0.0%
Youth Services	1.9	2.2	2.2	0.0%
Crisis Intervention and Advocacy	11.6	12.6	12.6	0.0%
<b>Total Full Time Equivalent's</b>	<b>19.5</b>	<b>20.3</b>	<b>20.3</b>	<b>0.0%</b>

\*FY 2008 position count increased by 1.0 FTE due to the addition of a grant-funded social worker.

# Office On Women

## Leadership & Management Support Services Program

The goal of Management and Support is to develop and adopt sound policies and procedures to guide the work of the Office on Women and to establish a safe and supportive environment for service recipients, volunteers, staff and commissioners.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	26.5%	26.5%	20.3%
Total Expenditures	\$479,197	\$482,240	\$380,696
Less Revenues	\$20,010	\$19,153	\$19,153
Net General Fund Expenditures	\$459,187	\$463,087	\$361,543
<b>Program Outcomes</b>			
To be determined	N/A	N/A	TBD

### Activity Data

LEADERSHIP & MANAGEMENT SUPPORT – The goal of Leadership and Management Support is to lead and manage all activities of the department and collaborate with other government and community institutions including the Commission for Women in order to achieve the Office's goals effectively and efficiently.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$454,106	\$456,990	353,375*
FTE's	3.1	3.1	3.1
# of departmental FTEs managed (or supported)	19.5	19.3	20.3
\$ amount of departmental budget managed (in millions)	\$1.7	\$1.8	\$1.9
Leadership & Management Support Services cost as a % of total departmental expenditures	25.1%	25.1%	17.9%
% of departmental effectiveness targets met in all programs	N/A	80%	80%

\*FY 2009 decrease can be attributed to the reapportionment of office space costs across activities.

VOLUNTEER SERVICES – The goal of Volunteer Services is to recruit, train, and manage a corps of volunteers who provide crisis intervention, advocacy, education, and outreach to Office on Women clients and the Alexandria community, allowing a greater number of residents to be served.			
Expenditures	\$25,091	\$25,250	\$27,321
FTE's	0.3	0.3	0.3
# of active volunteers	133	145	135
Cost per active volunteer	\$188.65	\$174.14	\$202.38
In-kind value of volunteer hours	\$170,130	\$175,000	\$175,000

# Office On Women

## Community Education & Awareness Program

The goal of Community Education and Awareness is to provide information to residents to connect them to the services of the Office on Women, raise awareness about domestic violence, sexual assault, teen pregnancy, and breast cancer in the community, and raise money to support the services of the Office on Women.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	10.6%	10.6%	11.0%
Total Expenditures	\$192,433	\$193,655	\$206,301
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$192,433	\$193,655	\$206,301
<b>Program Outcomes</b>			
To be determined	N/A	N/A	TBD

### Activity Data

WALK TO FIGHT BREAST CANCER & OTHER SPECIAL EVENTS – The goal of Walk to Fight Breast Cancer is to raise money to provide free mammograms and the goal of other special events is to highlight issues critical to the girls and women of Alexandria that effect the community as a whole.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$73,388	\$73,854	\$78,568
FTE's	1.3	0.8	0.8
\$ raised through Walk to Fight Breast Cancer	\$167,000	\$175,000	\$150,000
Cost per \$ raised	\$0.44	\$0.42	\$0.52
% increase in attendees registered	N/A*	5%	5%

COMMUNICATIONS & COMMUNITY EDUCATION – The goal of Communications is to raise visibility about the programs and services offered by the Office on Women, provide information to residents, allied professionals, and City staff so that they may access these services.			
Expenditures	\$119,045	\$119,801	\$127,733
FTE's	1.4	1.4	1.4
# of presentations, workshops, and events conducted	N/A*	100	100
Cost per resident	N/A*	\$0.85	\$0.91
% of participants rating workshop/presentation as good or excellent	N/A*	80%	80%

\*Data was not collected in FY 2007 and is therefore not available.

# Office On Women

## Youth Services Program

The goal of Youth Services is to empower and educate Alexandria youth about sexual and domestic violence, healthy relationships, and avoiding risky behaviors that will protect their future.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	12.6%	12.6%	12.7%
Total Expenditures	\$228,366	\$229,816	\$237,226
Less Revenues	\$34,152	\$32,690	\$11,025
Net General Fund Expenditures	\$194,214	\$197,126	\$226,201
<b>Program Outcomes</b>			
% of Youth activities achieving effectiveness objectives	N/A**	80%	80%

### Activity Data

ALEXANDRIA CAMPAIGN ON ADOLESCENT PREGNANCY – The goal of ACAP is to coordinate efforts of public, private and community organizations through a community education and awareness campaign in order to reduce the rate of adolescent pregnancy by 15% (from 63 per 1000 girls aged 10-19 to 51 per 1000) by 2010.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$118,880	\$119,635	\$140,438
FTE's	0.8	0.8	0.8
Total contacts with community	24,840	15,000	50,000
Cost per contact	\$4.79	\$7.98	\$2.81
% decrease in teen pregnancy rate (most recent year)*	17.9%	3.0%	3.0%

YOUTH OUTREACH AND EDUCATION – The goal of Youth Outreach and Education is to provide presentations, workshops and mentoring to teach life skills that encourage healthy relationships and to educate youth about sexual and domestic abuse and teen pregnancy prevention.			
Expenditures	\$109,486	\$110,181	\$96,788
FTE's	1.11	1.36	1.36
# of youth served	1,690	1,875	1,875
Cost per youth served	\$64.78	\$58.76	\$52.23
% of Project STEPOUT Manhood participants who demonstrate increased knowledge about life skills in pre/post test surveys	N/A**	80%	80%
% of Expect Respect participants who demonstrate improved knowledge and attitudes about healthy relationships in pre/post test surveys	N/A**	80%	80%

\*This figure is based on State data and reflects the % difference between 2005 and 2006 for females ages 10-19.

\*\*Data was not collected in FY 2007 and is therefore not available.

# Office On Women

## Crisis Intervention & Advocacy Program

The goal of Crisis Intervention, Counseling, and Advocacy is to advocate for and provide support to women, men, and children affected by sexual and domestic violence in order to reduce the effects of crisis in a person's life, restore balance and increase levels of functioning.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Recom. Base
% of Total All Funds Budget	50.3%	50.3%	56.0%
Total Expenditures	\$910,187	\$915,967	\$1,050,898
Less Revenues	\$356,406	\$341,147	\$402,935
Net General Fund Expenditures	\$553,781	\$574,820	\$647,963
Program Outcomes			
% of crisis interventions and advocacy activities achieving effectiveness objectives	N/A**	80%	80%

### Activity Data

HOTLINE SERVICES – The goal of Hotline Services is to provide support, information, and referrals to callers in crisis who are dealing with sexual or domestic violence in order to help them return to pre-crisis levels of functioning.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$273,664	\$275,402	\$357,680*
FTE's	4.0	5.0	5.0
# of calls received	3,598	3,500	3,000
Cost per call received	\$76.06	\$78.69	\$120.34
% of callers reporting the call was helpful	N/A	80%	90%

\*FY 2009 increase reflects the addition of a grant funded social worker position.

VICTIM ACCOMPANIMENT & LEGAL ADVOCACY – The goal of Victim Accompaniment and Legal Advocacy is to provide 24-hour advocacy and assistance to victims of sexual and domestic violence for forensic examinations; related medical treatment and testing; police interviews and court proceedings to help them navigate the medical and legal systems.			
Expenditures	\$176,951	\$178,075	\$203,954
FTE's	2.0	2.0	2.0
# of victims served	N/A***	950	950
Cost per victim served	N/A***	\$187.45	\$214.69
% of allied professionals who rate sexual assault and domestic violence accompaniment as helpful	N/A***	95%	95%

BATTERED WOMEN'S SHELTER – The goal of the Battered Women's Shelter is to provide emergency housing and crisis intervention services to women and children in imminent danger of violence so that they can live in a safe and supportive environment.			
Expenditures	\$189,961	\$191,167	\$216,731**
FTE's	2.2	2.2	2.2
# of bed days of care provided	3,555	3,575	3,500
Cost per bed day	\$53.43	\$53.47	\$64.16
% of residents rating the quality of counseling received "good" or better	N/A***	95%	95%

\*\*FY 2009 increase can be primarily attributed to increases in shelter overtime costs.

\*\*\*Data was not collected in FY 2007 and is therefore not available.

# Office On Women

## Crisis Intervention & Advocacy Program, continued

COUNSELING, SUPPORT, GROUPS, & INDIVIDUAL THERAPY – The goal of Counseling, Support Groups, and Individual Therapy is to empower victims or witnesses of sexual and domestic violence of all ages through education, support, and counseling.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$269,611	\$271,323	\$272,533
FTE's	3.5	3.5	3.5
# of clients served through supportive counseling	N/A*	625	800
# of hours of client contact	N/A*	5,550	5,500
Cost per client served	N/A*	\$434.12	\$340.67
% of clients who found support groups helpful and said the group improved their ability to deal with their issues related to abuse	N/A*	95%	95%

\*Data was not collected in FY 2007 and is therefore not available.

## Summary of Budget Changes

Adjustments to Maintain Current Service Levels		
Activity	Adjustment	FY 2009 Proposed
<b>Battered Women's Shelter</b>	<i>Shelter Overtime</i>	<b>\$14,000</b>
<p>The City's Domestic Violence Program is currently accredited by the Virginia Sexual and Domestic Violence Action Alliance. This state coalition now requires the Office on Women to provide emergency companion services to victims of sexual assault or domestic violence within 30 minutes of a call. Implementation of this mandate will require additional staff and/or volunteers to be on call during the evenings and weekends. The Office on Women plans to utilize volunteers to the extent possible, but does not believe it will be able to recruit the number of volunteers necessary to comply with this requirement. This increase would fund 5 hours per week of overtime on weeknights and 9 hours per week on weekends. If OOW does not comply with this new requirement, they risk losing accreditation. Losing accreditation would jeopardize the likelihood of receiving grant funding.</p>		

# Personnel Services Department

**Mission Statement:** The mission of the Personnel Services Department is to provide and maintain a highly motivated work force equipped with the skills required to deliver high quality and cost effective services to the residents of the City of Alexandria.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$3,244,695	\$3,377,739	\$3,406,127
Less Revenues	\$0	\$6,000	\$6,000
Net Gen. Fund Expenditures	\$3,244,695	\$3,371,739	\$3,400,127
Authorized Positions (FTE's)	24.6	24.6	24.6

- In FY 2009 the approved General Fund budget increased by \$28,388 (0.8%).
- FY 2009 personnel costs increased by \$15,689 or 0.6%; the increase was due to step adjustments and increased retirement costs, and offset by new employees being hired at lower step levels.
- Total non-personnel costs increased \$12,699 or 1.5% due to \$3,748 for increased computer replacement, \$2,016 to transfer Employee Emergency Hotline costs from Citizen Assistance, and adjustments to maintain current services including \$5,455 for KRONOS maintenance and \$16,480 for increased contractual costs for the new applicant tracking system to be implemented during FY 2008. These increases were offset by a \$15,000 efficiency reduction, where the department will no longer contract out to have its annual customer satisfaction survey undertaken.

### Highlights

- The department is currently undergoing a performance efficiency audit as part of the City's process improvement initiative, as described in FY 2008 Budget Memo #44. The outcome of this study, which should be completed during FY 2008, will help determine the resources necessary to operate this department effectively and efficiently. As such, the proposed budget does not include any supplemental budget requests.

## Personnel Services Programs and Activities

### Leadership & Mgmt Support Services

Leadership & General Management  
KRONOS Administration

### Employee Relations & Training

Disciplinary & Grievance Process  
Administration  
Employee & Supervisory Development

### Classification & Compensation

Classification  
Compensation  
Fair Labor Standards Act Administration

### Employee Recruitment & Selection

Recruitment & Selection Support  
Temporary Services Management Support

### Benefits & Records

Current Employee Benefit Program  
Administration  
Retiree/Terminated Benefit Administration  
Employee Records & Payroll Administration  
Employee Wellness

## Dept Info

### Department Contact Info

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### Department Head

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### Department Staff

Kathleen Schramm, Deputy Director  
Joseph Reyna, Division Chief  
Terry Robinson, Division Chief  
Nancy Stephens, Division Chief  
Walt Pasqualini, Special Projects  
Coordinator  
David Del Rosario, Administrative Officer

# Personnel Services Department

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Cost per employee processed per pay period	\$4.25	\$3.48	\$3.59
Cost per regular (benefited part-time and full-time) requisition received and processed	\$1,289	\$1,184	\$1,393
# of employees attending training classes	1,265	1,265	1,265
# of wellness participants served	1,260	1,300	1,300
# of full-time, part-time and temporary employees served in the Current Employee Benefit Program	3,782	3,800	3,850
% of positions meeting City benchmark for market pay comparability	25%	25%	100%

## FY 2009 Proposed Expenditures by Program



# Personnel Services Department

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$2,435,505	\$2,503,163	\$2,518,852	0.6%
Non-Personnel	809,190	874,576	887,275	1.5%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$3,244,695</b>	<b>\$3,377,739</b>	<b>\$3,406,127</b>	<b>0.8%</b>
<b>Less Revenues</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	0	6,000	6,000	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$3,244,695</b>	<b>\$3,371,739</b>	<b>\$3,400,127</b>	<b>0.8%</b>
<b>Total Department FTE's</b>	<b>24.6</b>	<b>24.6</b>	<b>24.6</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved*	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	\$865,204	\$846,933	\$844,278	-0.3%
Employee Relations & Training	660,221	687,292	691,247	0.6%
Classification & Compensation	390,805	460,577	463,227	0.6%
Employee Recruitment & Selection	496,294	516,644	536,097	3.8%
Benefits & Records	832,171	866,293	871,278	0.6%
<b>Total Expenditures</b>	<b>\$3,244,695</b>	<b>\$3,377,739</b>	<b>\$3,406,127</b>	<b>0.8%</b>

\* FY 2009 expenditures reflect more accurate allocations of program and activity resources than in FY 2008, which was the first year of establishing program and activity budgets. The FY 2008 Programs and Activities have been adjusted to reflect these base budget adjustments. Specific resource variance due to supplemental increases and expenditure reductions and their impact on a particular activity are fully described.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	6.2	5.2	5.2	0.0%
Employee Relations & Training	3.1	3.1	3.1	0.0%
Classification & Compensation	3.8	4.8	4.8	0.0%
Employee Recruitment & Selection	5.1	5.1	5.1	0.0%
Benefits & Records	6.4	6.4	6.4	0.0%
<b>Total full time equivalents (FTE's)</b>	<b>24.6</b>	<b>24.6</b>	<b>24.6</b>	<b>0.0%</b>

# Personnel Services Department

## Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	26.7%	25.1%	24.8%
Total Expenditures	\$865,204	\$846,933	\$844,278
Less Revenues	0	6,000	6,000
Net General Fund Expenditures	\$865,204	\$840,933	\$838,278
Program Outcomes			
% of departmental effectiveness targets met in all programs	N/A	80%	80%

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$539,922	\$508,314	\$498,255
FTE's	4.2	3.2	3.2
# of departmental FTEs managed	24.6	24.6	24.6
\$ amount of departmental budget managed (in millions)	\$3.24	\$3.38	\$3.41
Leadership & Management Support Services cost as a % of total departmental expenditures	16.6%	15.0%	14.6%

KRONOS ADMINISTRATION – The goal of automated KRONOS Administration is to administer the time and system application for all City departments/agencies to provide timely, efficient and cost effective payroll processing.			
Expenditures	\$325,282	\$338,619	\$346,023
FTE's	2.0	2.0	2.0
# of employees processed per pay period*	2,945	3,745	3,703
Cost per employee processed per pay period	\$4.25	\$3.48	\$3.59
# of system users and managers served	1,061	1,062	1,162
% of payroll liaisons satisfied with the KRONOS operations	81.5%	90.0%	95.0%

\*\*Includes full-time, part-time and temporary employees.

# Personnel Services Department

## Employee Relations & Training Program

The goal of Employee Relations and Training (ERT) is to provide services in the area of discipline and grievance processing in a fair and timely manner, and to provide high quality and cutting edge educational opportunities and training to supervisors, managers and employees.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	20.3%	20.3%	20.3%
Total Expenditures	\$660,221	\$687,292	\$691,247
Less Revenues	0	0	0
Net General Fund Expenditures	\$660,221	\$687,292	\$691,247
<b>Program Outcomes</b>			
Average survey score of employees satisfied with the City's training opportunities (1-5, where 5 is very satisfied)	3.68	3.69	3.69

### Activity Data

DISCIPLINARY & GRIEVANCE PROCESS ADMINISTRATION – The goal of Disciplinary and Grievance Process Administration is to provide guidance to employees, managers, and supervisors on disciplinary issues, and to administer any proposed discipline in a fair, equitable and legal manner without undue delay.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$134,625	\$140,146	\$140,952
FTE's	1.3	1.3	1.3
# of disciplinary actions	173	120	120
# of grievances processed	7	15	15
Cost per disciplinary action	\$389	\$584	\$587
Cost per grievance processed	\$9,616	\$4,672	\$4,698
% of grievances resolved before passing from management control	86.0%	95.0%	95.0%

EMPLOYEE & SUPERVISORY DEVELOPMENT – The goal of Employee & Supervisory Development is to contract for, market, schedule, and evaluate city-wide classes for non-supervisory personnel in order to assist them in developing their potential in the areas of communication, customer service, and technical skills.			
Expenditures	\$525,595	\$547,146	\$550,295
FTE's	1.8	1.8	1.8
# of employees receiving tuition assistance	107	110	120
% of employees using tuition assistance that complete the course and receive a passing grade.	96.0%	96.0%	96.0%
# of employees attending classes	1,265	1,265	1,265
Cost per employee per class	\$262.90	\$279.23	\$266.41
% of Employee Class evaluation scores 4.0 or above on a scale of 1-5 (5 is most satisfied)	98.0%	95.0%	95.0%

# Personnel Services Department

## Classification & Compensation Program

The goal of the Classification and Compensation Program is to maintain a system that ensures competitive, consistent and equitable wages and benefits for all City positions across organizational and occupational lines in order to attract and retain qualified employees.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	12.0%	13.6%	13.6%
Total Expenditures	\$390,805	\$460,577	\$463,227
Less Revenues	0	0	0
Net General Fund Expenditures	\$390,805	\$460,577	\$463,227
Program Outcomes			
% of positions meeting City benchmark for market pay comparability	25%	25%	100%

### Activity Data

CLASSIFICATION – The goal of Classification is to review positions through job audits, and to determine the most appropriate class and grade for the level and scope of work assigned to each class of positions.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$205,988	\$241,307	\$242,696
FTE's	2.0	2.5	2.5
# of appeals processed	9	35	28
# of appeals processed per FTE	4.5	14.0	11.2
# of total positions audits or classification specifications reviewed and completed	75	50	30
# of total positions audits or classification specifications reviewed and completed per FTE	37.5	20.0	12.0
% of requests for single position job audits completed within 60 days	25%	100%	100%

COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees.			
Expenditures	\$178,087	\$212,263	\$213,484
FTE's	1.7	2.2	2.2
# of external surveys completed	N/A	125	125
# of internal surveys completed	N/A	100	100
Average # of internal and external surveys completed per FTE	N/A	102.3	100.4
% of surveys completed within the established timeframes	N/A	100%	100%

FAIR LABOR STANDARDS ACT ADMINISTRATION – The goal of FLSA Administration is to ensure all City positions are properly classified as exempt or non-exempt and comply with all provisions of the Act, City Administrative Regulations and State regulations with regard to overtime and related compensation regulations.			
Expenditures	\$6,731	\$7,007	\$7,047
FTE's	0.1	0.1	0.1
# of requests processed	N/A	40	40
Cost per request processed	N/A	\$175.17	\$176.18
Average survey score of employees satisfied with the timeliness or responses to FLSA inquiries (1-5, where 5 is very satisfied)	3.20	3.75	3.60

# Personnel Services Department

## Employee Recruitment and Selection Program

The goal of the Recruitment and Selection Program is to provide cost effective and timely services to all City departments and agencies in order to recruit, hire and promote a highly qualified and diverse workforce to meet the needs of the City.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	15.3%	15.3%	15.7%
Total Expenditures	\$496,294	\$516,644	\$536,097
Less Revenues	0	0	0
Net General Fund Expenditures	\$496,294	\$516,644	\$536,097
Program Outcomes			
% of General Schedule new hires successfully completing probationary period	90%	90%	90%

### Activity Data

RECRUITMENT & SELECTION SUPPORT – The goal of Recruitment and Selection Support is to assist departments in recruiting for vacancies in a cost effective and efficient manner in order to obtain diverse and well qualified applicant pools, and to assist in the screening and interviewing process of selecting the most qualified employee for the position.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$483,273	\$503,089	\$522,464
FTE's	5.0	5.0	5.0
# of total regular (benefited part-time and full-time) position requisitions received and processed *	375	425	375
# of total applications received	9,105	10,307	11,000
Average # of total applications reviewed per Personnel Analyst (3.0 FTE for FY 2006-2008)	3,035	3,436	3,667
# of regular (benefited part-time and full-time) positions filled*	254	287	248
Cost per regular (benefited part-time and full-time) requisition received and processed	\$1,289	\$1,184	\$1,393

\*Some positions filled are the result of requisitions received and processed in the previous fiscal year.

TEMPORARY SERVICES MANAGEMENT SUPPORT - The goal of Temporary Services Management Support is to provide departments with qualified workers who meet temporary staffing needs.			
Expenditures	\$13,021	\$13,555	\$13,633
FTE's	0.1	0.1	0.1
# of temporary placements City-wide	312	312	300
Cost per placement	\$41.73	\$43.45	\$45.44
% of hiring officials satisfied or highly satisfied with the quality of temporary staff	N/A	80%	80%

# Personnel Services Department

## Benefits & Records Program

The goal of the Benefits and Records Program is to provide City employees and retirees with the most cost effective comprehensive benefit programs and provide pay and records administration that complies with City policies and applicable State and Federal laws.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	25.6%	25.6%	25.6%
Total Expenditures	\$832,171	\$866,293	\$871,278
Less Revenues	0	0	0
Net General Fund Expenditures	\$832,171	\$866,293	\$871,278
Program Outcomes			
Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied)	3.46	3.60	3.60

### Activity Data

CURRENT EMPLOYEE BENEFIT PROGRAM ADMINISTRATION – The goal of Current Employee Benefit Program Administration is to implement cost effective benefit plans, ensure accurate communications about the plans and enrollment options, and to process enrollments/changes for all active employees.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$443,264	\$461,440	\$464,095
FTE's	2.5	2.5	2.5
# of full-time, part-time and temporary employees served in the Current Employee Benefit Program	3,782	3,800	3,850
Cost per employee served in the Current Employee Benefit Program	\$117	\$121	\$121
Avg. survey score of employees satisfied with the timeliness of handling requests for info or assistance w/ benefits (1-5, where 5 is very satisfied)	3.77	3.85	3.85

RETIREE/TERMINATED BENEFIT ADMINISTRATION – The goal of Retiree/Terminated Benefit Administration is to collect insurance premium payments from retirees and COBRA participants, pay retiree health insurance reimbursements, and process Long Term Disability and death claims for retirees and separated employees.			
Expenditures	\$134,441	\$139,954	\$140,759
FTE's	1.7	1.7	1.6
# of retiree reimbursement applications processed	938	960	1,000
# of employees receiving exit interviews	239	260	300
% of claims paid accurately	N/A	N/A	N/A
% of payments collected timely	N/A	N/A	N/A

# Personnel Services Department

## Benefits & Records Program, continued

### Activity Data

EMPLOYEE RECORDS & PAYROLL ADMINISTRATION – The goal of Employee Records and Payroll Administration is to accurately manage the personnel records, payroll action and employee files for City employees in accordance with applicable legal requirements.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$131,334	\$136,719	\$137,506
FTE's	2.1	2.1	2.1
# of personnel actions processed	N/A	N/A	N/A
# personnel actions processed per FTE	N/A	N/A	N/A
% of actions processed accurately and on time	N/A	N/A	N/A

EMPLOYEE WELLNESS – The goal of Employee Wellness is to provide health-related information and resources to current employees and retirees.			
Expenditures	\$123,132	\$128,180	\$128,918
FTE's	0.1	0.1	0.2
# of wellness participants served	1,260	1,300	1,300
Cost per participant	\$97.72	\$98.60	\$99.17
Avg. survey score of employees satisfied with the City's efforts to promote health and wellness (1-5, where 5 is very satisfied)	3.54	3.75	3.75

# Personnel Services Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>KRONOS</b>	<i>Maintenance Fees</i>	<b>\$5,455</b>
<p>The maintenance fees for KRONOS time and attendance system are related to the maintenance and troubleshooting of the software 24/7, year-round. Per the City's contract with KRONOS, the maintenance fee will increase by 4% each year. The FY 2008 cost of the maintenance agreement is \$86,381. This adjustment will fully fund a 4% increase, as well as \$2,000 for giving 100 additional managers the ability to use KRONOS. This was needed to bring two departments (RP&amp;CA and MHMR&amp;SA) into the KRONOS system.</p>		
<b>Recruitment &amp; Selection Support</b>	<i>Maintenance Fees</i>	<b>\$16,480</b>
<p>During FY 2008, the Personnel Department used CIP funds to purchase a new Applicant Tracking System with NeoGov for \$27,000, as approved by the City Manager's Office. The purchase of this system requires an annual maintenance agreement, which will be \$16,000 plus a CPI markup each year. This system will enable users to save their information to use for multiple job applications. Currently, applicants have to complete a new application each time they apply for a different position. With the new system, applicants will be able to register online and create their accounts, apply for jobs using their saved applications, check the status of their application in the recruiting/selection/hiring process after they are certified online. Hiring managers will be able to see their certified applications online. Applicants will pre-certify themselves through the use of questions created by the departments or HR. The software also provides reporting capabilities for compliance regulations such as EEOC. The software is an interactive system that may reduce the time to fill and expedite the recruiting, selection, and hiring processes.</p>		

### Expenditure Reductions

Activity	Expenditure Reduction	FY 2009 Proposed
<b>Leadership &amp; Management Support Services</b>	<i>Eliminate Survey</i>	<b>-\$15,000</b>
<p>The Personnel Services department has used George Mason University to conduct a customer satisfaction survey. Many of the survey results are included as performance measures in the department's budget and quarterly performance measure reports to the City Manager. In FY 2009, the department will instead utilize an online website in order to conduct their survey. Such a technology enables people to easily create professional online surveys at a cost of only about \$200 per year. This cost is compared to \$15,500 estimated with George Mason University.</p>		

# Real Estate Assessments

**Mission Statement:** The mission of Real Estate Assessments is legally and equitably to assess all taxable and non-taxable real property, provide quality customer service and maintain community understanding of the process.

## FY 2009 Budget Summary Table and Highlights

Summary Table				<ul style="list-style-type: none"> <li>• <b>Highlights</b></li> <li>• In FY 2009, the proposed General Fund budget increased by \$91,515 (6.0%).</li> <li>• FY 2009 personnel costs increased by 5.4%; the increase was due to step increases, increased health care, and retirement costs. In addition, this funding level reflects the funding of 2 positions approved in FY 2008 by the City Manager to handle additional workload, offset by the reduction of an Appraiser/Statistician position in FY 2009.</li> <li>• Total non-personnel costs increased 9.5% primarily due to an increase in contract costs (\$32,383) to partially offset the reduction of the Appraiser/Statistician position.</li> </ul>
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	
Total Expenditures	\$1,456,538	\$1,533,253	\$1,624,768	
Less Revenues	\$0	\$0	\$0	
Net Gen. Fund Expenditures	\$1,456,538	\$1,533,253	\$1,624,768	
FTE's	15.0	17.0	16.0	

### Real Estate Assessments Programs and Activities

**Real Estate Assessment**  
 Assessment Administration  
 Administrative Reviews of Assessments  
 Board of Equalization  
 Appeals of Assessment  
 Supplemental Assessments

**Property Data Services**  
 Property Record Management  
 Customer Support  
 Leadership and Management Support

### Dept Info

**Department Contact Info**  
 703.838.4550  
[www.alexandriava.gov/city/realestate](http://www.alexandriava.gov/city/realestate)

**Department Head**  
 Cindy Smith-Page, Director  
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**Department Staff**  
 Bryan Page, Deputy Director  
 Jeff Bandy, Division Chief  
 Ann Radford, Office Manager

# Real Estate Assessments

## Selected Performance Measures

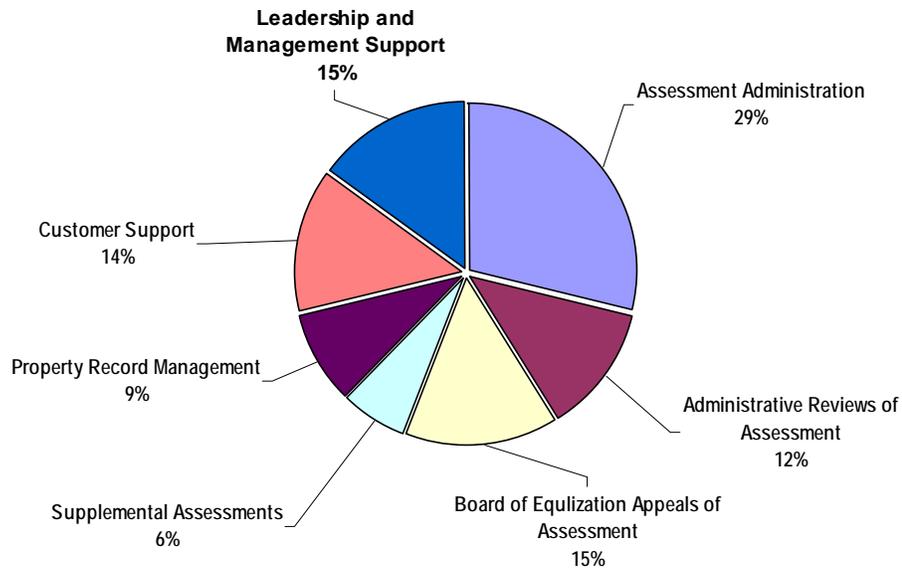
Selected Performance Measures	FY 2007 Actual*	FY 2008 Approved*	FY 2009 Proposed*
% of deeds and transfers entered within 30 days	N/A**	100%	100%
% change in value due to BOE adjustments compared to tax base	0.1%	0.2%	0.2%
Assessment/Sales Ratio***	99.2%	99.0%	97.0%
Coefficient of Dispersion***	9.2%	8.8%	8.5%

\*Data for FY 2007, FY 2008, and FY 2009 are based on calendar year data for 2006, 2007, and 2008 respectively.

\*\*Data was not collected in FY 2007 and is therefore not available.

\*\*\* Assessment data is sent to the State Department of Taxation in July to ensure accuracy and uniformity and available for reporting at the end of the calendar years 2007 and 2008 respectively.

## FY 2009 Proposed Expenditures by Activity



# Real Estate Assessments

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009*
Personnel	\$1,207,918	\$1,334,828	\$1,407,551	5.4%
Non-Personnel	245,234	198,425	217,217	9.5%
Capital Goods Outlay	3,386	0	0	0.0%
<b>Total Expenditures</b>	<b>\$1,456,538</b>	<b>\$1,533,253</b>	<b>\$1,624,768</b>	<b>6.0%</b>
<b>Funding Sources</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	\$0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$1,456,538</b>	<b>\$1,533,253</b>	<b>\$1,624,768</b>	<b>6.0%</b>
<b>Total Department FTE's*</b>	<b>15.0</b>	<b>17.0</b>	<b>16.0</b>	<b>-5.9%</b>

\*The FY 2009 position count reflects the reduction of the Appraiser/Statistician position (-1.0 FTE) and the conversion of two over-hire positions to permanent positions (+2.0 FTE). These over-hire positions (an unfunded Real Estate Appraiser I and a partially funded Assessments Records Specialist temporary position) were not included in the FY 2008 position count, but have been included in FY 2009. They were necessary to handle increased workload, partially driven by the need to assess mixed-use property separately for their commercial and residential uses.

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Real Estate Assessment	\$906,512	\$958,056	\$1,011,214	5.5%
Property Data Services	\$550,026	\$575,197	\$613,554	6.7%
<b>Total</b>	<b>\$1,456,538</b>	<b>\$1,533,253</b>	<b>\$1,624,768</b>	<b>6.0%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Real Estate Assessment	9.4	10.5	9.8	-6.5%
Property Data Services	5.6	6.5	6.2	-4.6%
<b>Total</b>	<b>15.0</b>	<b>17.0</b>	<b>16.0</b>	<b>-5.9%</b>

# Real Estate Assessments

## Real Estate Assessments Program

The goal of Real Estate Assessments is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value pursuant to the Code of Virginia in a uniform and equitable manner to ensure the tax burden is shared fairly by each taxpayer.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	62.2%	62.5%	62.2%
Total Expenditures	\$906,512	\$958,056	\$1,011,214
Less Revenues	0	0	0
Net General Fund Expenditures	\$906,512	\$958,056	\$1,011,214
Program Outcomes			
Assessment/Sales ratio**	99.2%	99.0%	97.0%
Coefficient of Dispersion**	9.2%	8.8%	8.5%

\* A coefficient of dispersion is a ratio used to measure how sales prices vary from assessed values during a period of time.

\*\*Assessment data is sent to the State Department of Taxation in July to ensure accuracy and uniformity and available for reporting at the end of calendar years 2007 and 2008 respectively.

## Activity Data

ASSESSMENT ADMINISTRATION – The goal of Assessment Administration is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value as of January 1 in a uniform and equitable manner to ensure accurate taxation of real property.	FY 2007 Actual*	FY 2008 Approved*	FY 2009 Proposed*
Expenditures	\$420,133	\$434,347	\$468,658
FTE's	4.5	5.0	4.4
# of parcels assessed	42,782	43,978	44,420
Cost per parcel assessed	\$9.82	\$9.88	\$10.55
Parcels assessed per appraiser (FTE)	6,111	5,497	4,935
Review rate per 1000 parcels	19.7	10.4	22.5
Appeal rate per 1000 parcels	8.2	5.3	11.3

ADMINISTRATIVE REVIEWS OF ASSESSMENTS – The goal of Administrative Reviews of Assessments is to handle requests by property owners for the purposes of ensuring that the department has accurately and uniformly assessed an individual property.			
Expenditures	\$177,733	\$203,752	\$198,261
FTE's	2.0	2.2	2.2
# of requests for reviews filed with Department	841	459	1,000
Cost per review	\$211	\$444	\$198
% change in value due to administrative adjustments compared to tax base	0.2%	0.1%	0.3%

\*Assessment figures for FY 2007, FY 2008, and FY 2009 are based on calendar year data for 2006, 2007, and 2008 respectively.

# Real Estate Assessments

## Real Estate Assessments Program, continued

### Activity Data

<b>BOARD OF EQUALIZATION APPEALS OF ASSESSMENT</b> – The goal of Board of Equalization (BOE) Appeals of Assessment is to hear and give consideration to appeals and make adjustments to equalize such assessments so the burden of taxation rests equally upon all citizens.	FY 2007 Actual*	FY 2008 Approved*	FY 2009 Proposed*
Expenditures	\$214,577	\$228,800	\$239,361
FTE's	1.9	2.1	2.1
# of appeals to BOE heard	352	234	500
Cost per appeal	\$610	\$978	\$479
% change in value due to BOE adjustments compared to tax base	0.1%	0.2%	0.2%
<b>SUPPLEMENTAL ASSESSMENTS</b> – The goal of Supplemental Assessments is to review the progress of building activity and update assessments so that all buildings substantially completed and/or fit for use and occupancy will be assessed appropriately and timely.			
Expenditures	\$94,069	\$91,157	\$104,934
FTE's	1.0	1.2	1.2
# of parcels receiving supplemental assessments	579	72	75
# of parcels per appraiser receiving supplemental assessments	82	9	9
\$ value of supplemental assessments (in millions)	\$236.2	\$56.4	\$40.0

\*Assessment figures for FY 2007, FY 2008, and FY 2009 are based on calendar year data for 2006, 2007, and 2008 respectively.

# Real Estate Assessments

## Property Data Services Program

The goal of Property Data Services is to collect and maintain reliable real property information in order to maintain the foundation for a property assessment system that is highly accurate, visible and understandable to the community.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	37.8%	37.5%	37.8%
Total Expenditures	\$550,026	\$575,197	\$613,554
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$550,026	\$575,197	\$613,554
Program Outcomes			
% change in web site hits annually	N/A	17.4%	20.0%

## Activity Data

PROPERTY RECORD MANAGEMENT – The goal of Property Record Management is to maintain current and up to date information on property descriptions, ownership and sales to ensure accurate assessment of real property.	FY 2007 Actual*	FY 2008 Approved*	FY 2009 Proposed*
Expenditures	\$127,257	\$115,774	\$141,955
FTE's	1.1	1.74	1.7
# of parcel transfers	5,972	4,554	3,870
\$ of growth in annual assessments	\$715,748,149	\$431,472,283	\$345,177,826
% of deeds and transfers entered within 30 days	N/A	100%	100%

CUSTOMER SUPPORT – The goal of Customer Support is to provide timely and accurate information on property descriptions, ownership, sales and assessments in response to requests from the public and meet the real property information needs of City departments.			
Expenditures	\$202,472	\$213,996	\$225,857
FTE's	2.4	2.6	2.5
# web site hits	N/A**	10,721,156	12,865,387
Customer support cost per 1000 parcels	N/A**	\$214	\$226
% of tax adjustments submitted to Treasury within 14 days	N/A**	95%	95%
% of public requests filled within 14 days	N/A**	80%	80%

LEADERSHIP & MANAGEMENT SUPPORT – The goal of Leadership and Management Support is to lead and manage all activities of the department.			
Expenditures	\$220,298	\$245,427	\$245,742
FTE's	2.1	2.11	1.9
# of departmental FTE's managed (or supported)	14.0	17.0	16.0
\$ amount of departmental budget managed (in millions)	\$1.5	\$1.5	\$1.7
Leadership & Management Support Services cost as a % of total departmental expenditures	15.1%	16.0%	15.1%
% of departmental effectiveness targets met in all programs	N/A	93%	95%

\*Data for FY 2007, FY 2008, and FY 2009 are based on calendar year data for 2006, 2007, and 2008 respectively.

\*\*Data was not collected in FY 2007 and is therefore not available.

# Real Estate Assessments

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>Multiple Activities</b>	<i>Assessment Records Specialist (+1.0 FTE)</i>	<b>\$32,794</b>
<p>An adjustment to base is required to fund an Assessment Records Specialist. This position is responsible for enhancing the Department's database, which greatly improves the information supplied to the public. In FY 2007, the City Manager approved Real Estate Assessment's request to convert funds used for temporary services to a full-time Assessment Records Specialist. The total cost of this position is \$72,832 and has been offset by \$41,038 in funds previously budgeted for temporary services.</p>		
<b>Multiple Activities</b>	<i>Real Estate Appraiser I (+1.0 FTE)</i>	<b>\$63,630</b>
<p>An adjustment to base is required to fund a Real Estate Appraiser I. This position is proposed to be funded because the Department's workload has increased due to the new requirement to divide mixed use properties into residential and commercial elements. This requirement relates to the new authority that Hampton Road and Northern Virginia localities have to levy an add-on real estate tax on commercial properties to be used exclusively to fund transportation initiatives.</p>		
<b>Leadership &amp; Management</b>	<i>Office Supplies</i>	<b>\$12,000</b>
<p>An adjustment to base is required to fund additional office supplies. A historical analysis indicates that in recent years the Department has been consistently under-budgeted in this line item.</p>		
<b>Assessment Administration</b>	<i>Postal Fees</i>	<b>\$3,000</b>
<p>State law mandates assessments be mailed to all property owners. An adjustment to base is required due to the rising cost of postage and an increase in the number of parcels.</p>		
<b>Assessment Administration</b>	<i>Education &amp; Training</i>	<b>\$10,000</b>
<p>An adjustment to base is required to provide additional funds for education and training. Less experienced appraisal staff are required to take continuing education courses to become licensed and certified. Currently, there are six appraisers working towards certification who will take 1-2 courses for the next five years. Each course costs approximately \$3,000. In addition, appraisers already licensed and certified are required to take continuing education hours annually for recertification. A historical analysis indicates that in recent years the Department has been consistently under-budgeted in this line item.</p>		

# Real Estate Assessments

## Expenditure Reduction

Activity	Option	FY 2009 Proposed
<b>Assessment Administration</b>	<i>Appraiser Statistician Position (-1.0 FTE)</i>	<b>(\$60,138)</b>
<p>This position would utilize the Computer Mass Appraisal System (CAMA) to report base assessment data and quantify changes in assessments throughout the calendar year to residents, elected officials, and other City departments. In addition, this position performs analyses of real property data maintained by the new CAMA system by creating valuation models to assist in the appraisal of real property. This produces more accurate assessments in areas where the market impact on the value of specific property variables can be determined. Residential property valuations are derived by determining the level of accuracy against market conditions. The closer to value assessments are, the closer to 100 percent to the Fair Market Value the assessments fall. For each 0.1 percent Sales Ratio reduction to the residential base at the current tax rate, the revenue loss is equal to \$166,000 million. The total cost of the position is \$92,521. The remaining funds (\$32,383) will be used by the department to hire a consultant to provide similar services.</p>		

## Changes Recommended in City Manager's Alternative Budget

Activity	Option	FY 2009 Proposed
<b>Assessment Administration</b>	<i>Appraiser Statistician Position (+1.0 FTE)</i>	<b>\$60,138</b>
<p>This position was eliminated in the City Manager's Proposed budget. If funding for this position is restored, Real Estate Assessments will be able to produce more close to value assessments in areas where the market impact on the value of specific property variables can be determined. The greater the accuracy of the data, the closer to 100 percent to the Fair Market Value the assessments fall.</p>		

# Office of Communications

**Mission Statement:** The mission of the Office of Communications is to provide internal (employees) and external (community, media) with an array of information, services, and tools to engage strong understanding of all aspects of City government, facilitate positive interaction with City government, and promote responsiveness to changing needs, market the City, and engage the community in decisions and processes.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	N/A	\$1,282,883	\$1,383,959
Less Revenues	N/A	\$0	\$0
Net Gen. Fund Expenditures	N/A	\$1,282,883	\$1,383,959
Authorized Positions (FTE's)	N/A	10.0	10.0

### Highlights

- The Office of Communications was created in FY 2008 by combining the Public Information function of the CMO and the E-Government function of ITS. The formation of this Department will help facilitate a more efficient and effective relationship between the City of Alexandria government and citizens. This action resulted in no additional costs for the City of Alexandria, it simply moved budget authority from two City departments to a third department.

- In FY 2009, the proposed General Fund budget will increase by \$101,076 (7.9%).

- FY 2009 personnel costs increase by \$87,249 (8.6%); the increase is due to a step increases, increased health care and retirement costs, the refilling of two positions at a higher grade and step than was budgeted in FY 2008, and the conversion of an Administrative Tech position (grade 11) to a Communications Officer position (grade 19).

- FY 2009 non-personnel costs increase by \$13,827 (5.2%) due to increases in costs for telecommunications and computer replacement.

## Office of Communications Programs and Activities

**Public Information**  
Public Information

**E-Government**  
Public Services  
Internal Services

## Department Information

**Department Contact Info**  
703.838.3872  
www.alexandriava.gov

**Department Head**  
Jeanne Bonds, Communications Director  
703.838.3872  
jeanne.bonds@alexandriava.gov

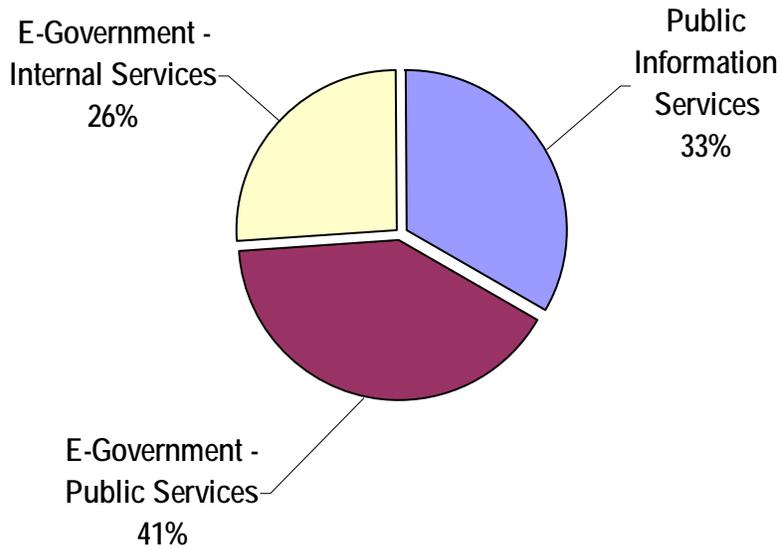
**Department Staff**  
Craig Fifer, E-Government Manager

# Office of Communications

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of community visiting the City website	N/A	TBD	TBD
% of community reading FYI Alexandria	N/A	TBD	TBD
Average customer rating (scale of 1 to 5) of web site's usefulness, attractiveness, and ease of navigation	N/A	3.74	3.74
Average employee rating (scale of 1 to 5) of intranet's usefulness, attractiveness, and ease of navigation	N/A	TBD	TBD

### FY 2009 Proposed Expenditures by Activity



# Office of Communications

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	N/A	\$1,019,033	\$1,106,282	8.6%
Non-Personnel	N/A	263,850	277,677	5.2%
Capital Goods Outlay	N/A	0	0	0.0%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$1,282,883</b>	<b>\$1,383,959</b>	<b>7.9%</b>
<b>Less Revenues</b>				
Internal Services	N/A	\$0	\$0	0.0%
Special Revenue Funds	N/A	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>N/A</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>N/A</b>	<b>\$1,282,883</b>	<b>\$1,383,959</b>	<b>7.9%</b>
<b>Total Department FTE's</b>	<b>N/A</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Public Information Services	N/A	\$420,353	\$462,904	10.1%
E-Government	N/A	\$862,530	\$921,055	6.8%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$1,282,883</b>	<b>\$1,383,959</b>	<b>7.9%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Public Information Services	N/A	2.9	2.9	0.0%
E-Government	N/A	7.1	7.1	0.0%
<b>Total full time equivalents</b>	<b>N/A</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0%</b>

# Office of Communications

## Public Information Services

The goal of Public Information Services is to develop effective media relations, provide official responses, and publish information that accurately informs citizens and the press.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	N/A	32.8%	32.5%
Total Expenditures	N/A	\$420,353	\$462,904
Less Revenues	N/A	\$0	\$0
Net General Fund Expenditures	N/A	\$420,353	\$462,904
Program Outcomes			
% of community rating overall quality of life as very good or good	N/A	TBD	TBD

### Activity Data

PUBLIC INFORMATION SERVICES – The goal of Public Information is to develop effective media relations, provide official responses, and publish information that accurately informs citizens and the press.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	N/A	\$420,353	\$462,904
FTE's	N/A	2.9	2.9
# of web site hits	N/A	TBD	TBD
# of e-news issued	N/A	TBD	TBD
# of podcast hits	N/A	TBD	TBD
% of community reading FYI Alexandria	N/A	TBD	TBD
% of community visiting the City website	N/A	TBD	TBD

# Office of Communications

## E-Government

The goal of E-Government is to apply technology to help residents, businesses, visitors, and employees interact with government more efficiently, effectively, and equitably.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	N/A	67.2%	64.7%
Total Expenditures	N/A	\$862,530	\$921,055
Less Revenues	N/A	\$0	\$0
Net General Fund Expenditures	N/A	\$862,530	\$921,055
<b>Program Outcomes</b>			
Average customer rating (scale of 1 to 5) of web site's usefulness, attractiveness, and ease of navigation	N/A	3.74	3.74

### Activity Data

<b>PUBLIC SERVICES – The goal of Public Services is to design and maintain cutting-edge web sites and services for current and potential residents, businesses, and visitors, in order to provide them with timely and useful information about City services and promote civic engagement.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	N/A	\$587,470	\$557,895
FTE's	N/A	4.1	4.1
# of unique visits to web site and products	N/A	TBD	TBD
# of emails to "FYI"	N/A	TBD	TBD
Cost per user served	N/A	TBD	TBD
Average customer rating (scale of 1 to 5) of web site's usefulness, attractiveness, and ease of navigation	N/A	3.74	3.74

<b>INTERNAL SERVICES – The goal of Internal Services is to design and maintain a cutting-edge intranet web site and other miscellaneous intranet applications for City employees, in order to improve operational efficiency, provide employees with timely and useful information about City procedures and benefits, and promote employee engagement.</b>			
Expenditures	N/A	\$275,060	\$363,160
FTE's	N/A	3.0	3.0
# of unique visits to web site and products	N/A	TBD	TBD
Cost per user served	N/A	TBD	TBD
% of community reading CityNews	N/A	TBD	TBD
Average employee rating (scale of 1 to 5) of CityNews, intranet's usefulness, attractiveness, and ease of navigation	N/A	TBD	TBD

# Operating Agencies

## PUBLIC SAFETY

Fire.....	14-2
Code Enforcement.....	14-18
Police.....	14-31

# Fire Department

**Mission Statement:** The mission of the Alexandria Fire Department is to plan for and deliver responsive and caring emergency service, mitigate emergencies and disasters, prevent the loss of life, protect property and enforce applicable construction, fire, and building maintenance codes for City residences and the general public in order to maintain and enhance public safety.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$30,637,430	\$31,876,318	\$32,912,094
Less Revenues	\$1,039,397	\$1,399,207	\$1,576,275
Net Gen. Fund Expenditures	\$29,598,033	\$30,477,111	\$31,335,819
Authorized Positions (FTE's)	242.0	244.0	244.0

- Total non-personnel costs increased by \$185,603, or 4.7% due to changes described in the Adjustments to Maintain Current Service Levels section and additional depreciation costs.
- Capital Outlay increased by \$169,558, or 19%, due to the fiscal needs of the schedule for vehicle replacement in FY 2009 including the replacement of two fire apparatus, an ambulance and a pumper.
- Emergency Management costs decreased \$172,709 primarily due to discontinued contractor funding for the City's Emergency Management Plan. The funding is added back in the City Manager's Alternative Budget.
- Ambulance fees are proposed to increase to keep in line with Arlington and Fairfax counties.

### Highlights

- In FY 2009, the proposed General Fund budget increased by \$858,708, or 2.8%.
- FY 2009 personnel costs increased by \$680,615 or 2.5% primarily due to increases in the employer's retirement fund contribution rate and other benefit cost increases, as well as increases in Fire Communications salaries made during FY 2008.

## Fire Department (excluding Code) Programs and Activities

### Leadership & General Management

Leadership & General Management  
Health & Safety

### Fire Emergency Services

Incident Response  
Site Safety Surveys  
Volunteers

### Emergency Medical Services

Incident Response  
Special Events Support  
Police Special Ops Support  
Ambulance Billing Services

### Fire Communications

Call Taking  
Dispatch  
Maintenance

### Emergency Management

Emergency Planning  
Outreach & Education  
Training & Exercises  
Emergency Response

### Logistics

Facility & Equipment Maintenance  
Supplies

### Information Technology

Mobile Computer Support  
Reporting & Analysis  
System Maintenance

### Fire & EMS Training

Recruit Training  
In-Service Training

### Special Ops

Hazardous Materials  
Technical Rescue  
Marine Operations

### Vehicle Operations & Maintenance

Scheduled Routine Maintenance  
Repair  
Fuel Acquisition & Provisioning

## Dept Info

### Department Contact Info

703.838.4600  
[www.alexandriava.gov/fire](http://www.alexandriava.gov/fire)

### Department Head

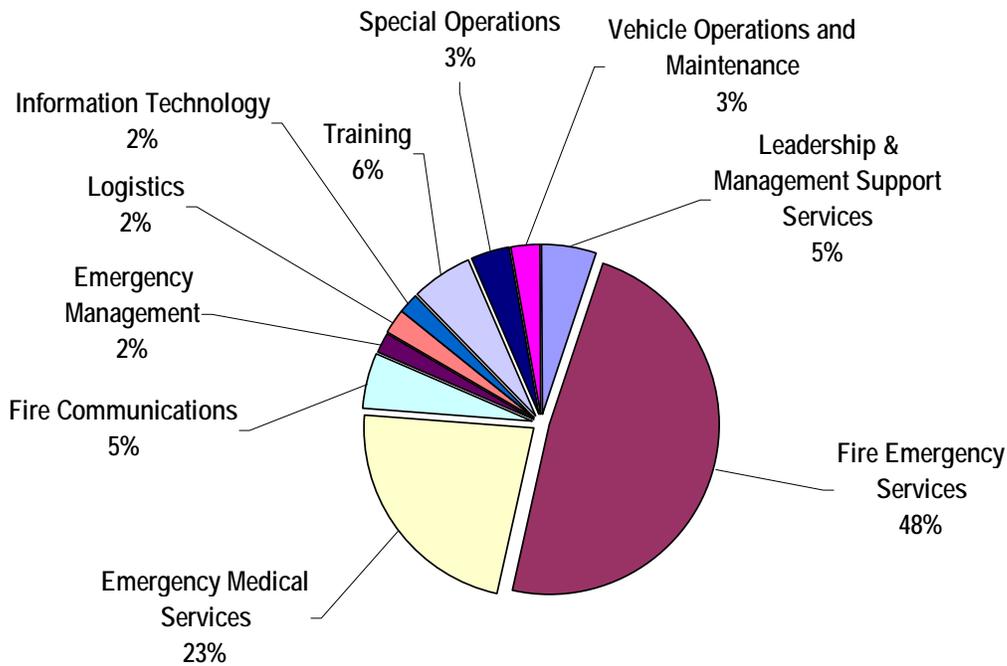
Adam Thiel, Fire Chief  
703.838.4600  
[adam.thiel@alexandriava.gov](mailto:adam.thiel@alexandriava.gov)

# Fire Department

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of incidents responded to by Fire suppression (both Fire and EMS incidents)	12,602	12,690	12,804
# of incidents responded to by EMS (both EMS and fire incidents)	13,203	13,303	13,371
Cost per incident responded to by Fire suppression	\$1,075	\$1,111	\$1,148
% of Fire and EMS calls responded to within the department's response goals	83.4%	83.4%	83.4%
# of emergency calls answered by Communications	N/A	115,716	120,000

## FY 2009 Proposed Expenditures by Program



# Fire Department

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$26,468,071	\$27,058,802	\$27,739,417	2.5%
Non-Personnel	3,999,285	3,925,316	4,110,919	4.7%
Capital Goods Outlay	170,074	892,200	1,061,758	19.0%
<b>Total Expenditures</b>	<b>\$30,637,430</b>	<b>\$31,876,318</b>	<b>\$32,912,094</b>	<b>3.2%</b>
<b>Less Revenues</b>				
Internal Services	\$166,091	\$894,700	\$1,040,000	16.2%
Special Revenue Funds	873,306	504,507	536,275	6.3%
<b>Total Designated Funding Sources</b>	<b>\$1,039,397</b>	<b>\$1,399,207</b>	<b>\$1,576,275</b>	<b>12.7%</b>
<b>Net General Fund Expenditures</b>	<b>\$29,598,033</b>	<b>\$30,477,111</b>	<b>\$31,335,819</b>	<b>2.8%</b>
Total Department FTE's*	242.0	244.0	244.0	

\*IT position transferred to Code Enforcement in FY 2008. An Assistant Fire Chief position was also added in FY 2008.

## Program Level Summary Information

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	\$1,466,266	\$1,525,558	\$1,664,396	9.1%
Fire Emergency Services	14,294,267	14,872,285	15,313,272	3.0%
Emergency Medical Services	6,709,618	6,980,935	7,317,299	4.8%
Fire Communications	1,582,966	1,646,976	1,614,749	-2.0%
Emergency Management	814,141	847,062	674,353	-20.4%
Logistics	729,012	758,491	772,828	1.9%
Information Technology	678,845	706,296	652,106	-7.7%
Training	1,708,280	1,777,358	1,857,303	4.5%
Special Operations	943,279	981,422	1,098,183	11.9%
Vehicle Operations and Maintenance	853,233	887,735	910,105	2.5%
Vehicle purchases	857,524	892,200	1,037,500	16.3%
<b>Total Expenditures</b>	<b>\$30,637,430</b>	<b>\$31,876,318</b>	<b>\$32,912,094</b>	<b>3.2%</b>

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services*	9.5	10.5	10.5	0.0%
Fire Emergency Services	123.0	123.0	123.0	0.0%
Emergency Medical Services	60.0	60.0	60.0	0.0%
Fire Communications	13.0	13.0	13.0	0.0%
Emergency Management	4.9	4.9	4.9	0.0%
Logistics	2.2	2.2	2.2	0.0%
Information Technology*	3.0	4.0	4.0	0.0%
Training	14.9	14.9	14.9	0.0%
Special Operations	7.5	7.5	7.5	0.0%
Vehicle Operations and Maintenance	4.0	4.0	4.0	0.0%
<b>Total FTEs</b>	<b>242.0</b>	<b>244.0</b>	<b>244.0</b>	<b>0.0%</b>

\*IT position transferred to Code during FY 2008. Includes new FY 2008 Assistant Fire Chief Position.

# Fire Department

## Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to provide managerial and administrative support to department personnel to promote efficient and effective service delivery in order to enhance public safety.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of all funds budget	4.8%	4.8%	5.1%
Total Expenditures	\$1,466,266	\$1,525,558	\$1,664,396
Less Revenues	\$2,089	\$2,500	\$2,500
Net General Fund Expenditures	\$1,464,177	\$1,523,058	\$1,661,896
Program Outcomes			
Fire Department operating cost per \$1.0 Million valuation	\$1,091.00	\$1,113.00	\$1,185.00
% of customers who rate fire services as good to excellent	89.9%	90.0%	90.0%

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Fire Department.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,188,726	\$1,236,795	\$1,375,498
FTE's	8.5	9.5	9.5
\$ amount of departmental expenditures (all-funds)	\$30,637,430	\$31,876,318	\$32,912,094
Leadership & Management Support expenditures as a % of total department	3.9%	3.9%	4.2%
% diversity goals attained	26%	26%	30%

HEALTH AND SAFETY – The goal of Health and Safety is to implement safety measures for Fire Department staff in order to reduce injuries and lost work time and decrease risks for Fire and EMS personnel.			
Expenditures	\$277,540	\$288,763	\$288,898
FTE's	1.0	1.0	1.0
# of medical physicals	194	220	200
Cost per physical	\$413	\$441	\$492
% of personnel who completed physicals within 12 months	86%	90%	90%

# Fire Department

## Fire Emergency Services

The goal of the Fire Emergency Services Program is to protect life and property through timely fire suppression and emergency medical response, mitigation and education for those who work, live and visit the City of Alexandria.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds budget	47%	47%	47%
Total Expenditures	\$14,294,267	\$14,872,285	\$15,313,272
Less Revenues		\$418,564	\$450,332
Net General Fund Expenditures	\$14,294,267	\$14,453,721	\$14,862,940
<b>Program Outcomes</b>			
% of fire and EMS calls responded to within the department's response goals	83.4%	83.4%	83.4%

### Activity Data

<b>INCIDENT RESPONSE – The goal of Incident Response is to protect life and property through timely fire suppression and emergency medical services for those who work, live and visit the City of Alexandria.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$13,547,173	\$14,094,981	\$14,699,670
FTE's	117.7	117.7	117.7
# of fire incidents responded to	5,956	5,990	6,050
# of EMS incidents responded to	6,646	6,700	6,754
Cost per incident responded to	\$1,075	\$1,111	\$1,148
% of total fire incidents with a response time of four minutes or less from dispatch to arrival on scene	83.0%	85.0%	85.0%

<b>SITE SAFETY SURVEYS* – The goal of Site Safety Surveys is to do a physical walk through of commercial businesses in order to familiarize Fire and EMS companies with the structure and make up of the building visited.</b>			
Expenditures	\$720,702	\$749,845	\$583,066
FTE's	5.3	5.3	5.3

\* This activity is currently under review.

<b>VOLUNTEERS* – The goal of Volunteer Firefighters is to supplement the career fire-fighting force with staffing in order to maintain and enhance public safety.</b>			
Expenditures	\$26,392	\$27,459	\$30,536
FTE's	0	0	0
# of volunteers responding to fire incidents	N/A	TBD	TBD
# of volunteers responding to EMS incidents	N/A	TBD	TBD
Cost per volunteer responding to fire incidents	N/A	TBD	TBD
Cost per volunteer responding to EMS incidents	N/A	TBD	TBD
% of calls supported by more than one volunteer	N/A	TBD	TBD

\* The Department is coordinating with volunteers to achieve consistency of data collection. The activity is under review to determine the correct measures and costs to present in the budget.

# Fire Department

## Emergency Medical Services

The goal of the Emergency Medical Services Program is to provide treatment and transport of the sick and injured, stand-by support and specialized medical support in order to preserve life, improve health and promote safety for those who work, live and visit the City of Alexandria.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds budget	21.9%	21.9%	22.2%
Total Expenditures	\$6,709,618	\$6,980,935	\$7,317,299
Less Revenues	\$247,575	\$418,564	\$450,332
Net General Fund Expenditures	\$6,462,043	\$6,562,371	\$6,866,967
<b>Program Outcomes</b>			
% of calls responded to within standards for advanced and basic life support	78.5%	90.0%	90.0%

### Activity Data

<b>INCIDENT RESPONSE – The goal of Incident Response is to protect life through timely emergency medical services for those who work, live and visit the City of Alexandria.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$6,475,178	\$6,737,015	\$7,010,452
FTE's	58.2	58.2	58.2
# of EMS incidents responded to	11,551	11,583	11,583
# of fire responses supported	1,652	1,720	1,788
% of Basic Life Support calls responded to in 10 minutes or less from dispatch to arrival	93.0%	90.0%	94.0%
% of Advanced Life Support calls responded to in 6 minutes or less from dispatch to arrival	64.0%	90.0%	90.0%
Average time from dispatch to arrival on scene*	5 min 17 sec	5 min 17 sec	5 min 17 sec

\* This measure is currently under review.

<b>SPECIAL EVENTS SUPPORT – The goal of Special Events Support is to provide stand-by medical support for significant special events and large public gatherings held in the City of Alexandria to ensure prompt medical attention for citizens and visitors should incidents occur.</b>			
Expenditures	\$68,900	\$71,686	\$133,979
FTE's	1.2	1.2	1.2
# of special events supported	32	32	35
Cost per special event held	\$2,153	\$2,240	\$3,828
% of costs recovered	TBD	TBD	TBD

<b>POLICE SPECIAL OPERATIONS SUPPORT – The goal of Police Special Operations Support is to provide the medical component of Police special operations training and deployment.</b>			
Expenditures	\$28,089	\$29,225	\$29,225
FTE's	0.3	0.3	0.3
# of incidents supported	7	12	12
# of training hours provided	192	288	288
Cost per incident supported	NA	\$101	\$101
% of EMS special operations staff who meet minimum training levels	100.0%	100.0%	100.0%

<b>AMBULANCE BILLING SERVICES – The goal of Ambulance Billing Services is to facilitate insurance reimbursement of ambulance transportation conducted by City medic units.</b>			
Expenditures	\$137,451	\$143,009	\$143,643
FTE's	0.3	0.3	0.3
# of ambulance transports	10,038	10,250	10,470
# of patients billed	7,385	7,540	7,700
Collection rate within 12 months	46.9%	48.0%	50.0%
\$ recovered per transport	\$87	\$107	\$143

# Fire Department

## Fire Communications

The goal of Fire Communications is to receive and process emergency and non-emergency calls for Fire/EMS, Code Enforcement and Emergency Management Services from the public in order to provide assistance in a timely and accurate manner.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds budget	5.2%	5.2%	4.9%
Total Expenditures	\$1,582,966	\$1,646,976	\$1,614,749
Less Revenues			
Net General Fund Expenditures	\$1,582,966	\$1,646,976	\$1,614,749
<b>Program Outcomes</b>			
% of Fire/EMS incidents dispatched within 60 seconds of call receipt	NA	35.0%	35.0%

### Activity Data

CALL TAKING – The goal of Call Taking is to answer telephone requests from citizens for emergency and non-emergency services for Fire/EMS, Code Enforcement and Emergency Management in order to dispatch those calls timely and accurately.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$697,937	\$726,160	\$772,508
FTE's	6.6	6.6	6.6
# of calls answered	N/A	115,716	120,000
Cost per call answered	N/A	\$6.28	\$6.44
% of emergency line calls answered within the national standard of 30 seconds	N/A	100%	100%
% of non-emergency line calls answered within the national standard of 60 seconds	N/A	100%	100%

DISPATCH – The goal of Dispatch is to dispatch Fire/EMS, Code Enforcement and Emergency Management personnel to emergency and non-emergency requests for services in a timely and accurate manner.			
Expenditures	\$651,879	\$678,239	\$594,292
FTE's	5.8	5.8	5.8
# of Fire/EMS incidents dispatched	NA	18,200	18,400
Cost per dispatch	NA	\$37	\$32
% of Fire/EMS incidents dispatched within the national standard of 60 seconds of call receipt	NA	35.0%	35.0%

MAINTENANCE* – The goal of Maintenance is to issue and maintain various communication devices for Fire/EMS, emergency management and Code Enforcement personnel so they are equipped to communicate and respond.			
Expenditures	\$233,149	\$242,577	\$247,949
FTE's	0.6	0.6	0.6

\*This activity is under review to determine the correct measures and costs to present in the budget.

# Fire Department

## Emergency Management

The goal of Emergency Management is to prepare for, respond to, mitigate, and recover from emergencies and disasters, and to facilitate City-wide outreach and life safety education/awareness for the people who live in, work in, and visit the City of Alexandria.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds budget	2.7%	2.7%	2.0%
Total Expenditures	\$814,141	\$847,062	\$674,353
Less Revenues	\$32,542	\$47,943	\$47,943
Net General Fund Expenditures	\$781,599	\$799,119	\$626,410
<b>Program Outcomes</b>			
% of National Incident Management System criteria met	50.0%	75.0%	90.0%

### Activity Data

EMERGENCY PLANNING – The goal of Emergency Planning is to develop, review and update special events and emergency plans to mitigate hazards and respond to emergency events effectively in order to save lives and property.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$405,839	\$422,250	\$246,614
FTE's	1.8	1.8	1.8
# of emergency management and special events plans developed/reviewed/updated	52	40	50
Cost per plan developed/reviewed/updated	NA	\$10,556	\$4,968

OUTREACH AND EDUCATION – The goal of Outreach and Education is to deliver life safety education programs in the City in order to reduce deaths and injury.			
Expenditures	\$212,117	\$220,694	\$225,267
FTE's	2.0	2.0	2.0
# of schools, businesses, citizens, and visitors reached	42,000	42,000	42,000
Cost per person or entity reached	\$5.05	\$5.25	\$5.36
% of elementary schools	100.0%	100.0%	100.0%

TRAINING AND EXERCISES – The goal of Training and Exercises is to train and exercise City staff in disaster response and recovery operations in order to ensure proficiency in emergency response.			
Expenditures	\$47,372	\$49,288	\$45,788
FTE's	0.4	0.4	0.4
# of City staff trained	100	100	100
Cost per City staff trained	N/A	\$493	\$456
% of targeted City staff trained in compliance with NIMS standard	75%	90%	90%

EMERGENCY RESPONSE – The goal of Emergency Response is to respond to emergency events in order to save lives and property and coordinate disaster recovery.			
Expenditures	\$148,812	\$154,830	\$156,684
FTE's	0.7	0.7	0.7
# of incidents supported	10	10	4
% of after action reports completed within 90 days of incident	100%	100%	100%
% of after action recommendations implemented within one year	75%	100%	100%

# Fire Department

## Logistics

The goal of Logistics is to provide maintenance, security, as well as to order, maintain, and deliver supplies and equipment to all fire department facilities to ensure safety and cleanliness.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds budget	2.4%	2.4%	2.3%
Total Expenditures	\$729,012	\$758,491	\$772,828
Less Revenues			
Net General Fund Expenditures	\$729,012	\$758,491	\$772,828
Program Outcomes			
% of maintenance requests responded to within one week of receipt	95.0%	95.0%	95.0%

### Activity Data

FACILITY & EQUIPMENT MAINTENANCE – The goal of Facility and Equipment Maintenance is to provide department infrastructure preventive and emergency maintenance to ensure the safety and security of each building and the equipment used by Fire personnel.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$465,290	\$484,105	\$494,547
FTE's	1.2	1.2	1.2
# of maintenance calls responded to	480	485	485
% of maintenance calls responded to within a week	95.0%	95.0%	95.0%

SUPPLIES – The goal of Supplies is to order, track, and provide the necessary equipment and supplies needed by operations and administrative personnel in order to ensure the employees' safety and maintain the cleanliness and suitability of the work stations.			
Expenditures	\$263,722	\$274,386	\$278,281
FTE's	1.0	1.0	1.0
# of personnel and facility supply requests filled	3,100	3,600	3,600
% of orders delivered within one week of receipt	90.0%	90.0%	90.0%

# Fire Department

## Information Technology

The goal of Information Technology is to provide software solutions, computer hardware support, information management and analysis to enhance the Fire Department's delivery of essential public safety services to the residents and guests of the City of Alexandria.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds budget	2.2%	2.2%	2.0%
Total Expenditures	\$678,845	\$706,296	\$652,106
Less Revenues			
Net General Fund Expenditures	\$678,845	\$706,296	\$652,106
Program Outcomes			
% of systems that are operational	100.0%	100.0%	100.0%

### Activity Data

MOBILE COMPUTER SUPPORT – The goal of the Mobile Computer Support is to deploy, operate and enhance mobile data systems for dispatch, response, and field incident reporting by Fire, EMS and Code Enforcement Units.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$152,269	\$158,426	\$187,684
FTE's	0.7	0.7	0.7
# of mobile units operated	42	75	75
Cost per mobile unit operated	\$3,625	\$2,112	\$2,502
% of mobile units operational	93.0%	100.0%	100.0%

REPORTING AND ANALYSIS* – The goal of Reporting and Analysis is to collect, analyze and report information to facilitate department service delivery, quality improvement, and required federal and state-mandated reporting requirements.			
Expenditures	\$154,198	\$160,433	\$101,037
FTE's	0.8	0.8	0.8

\*This activity is under review to determine the correct measures and costs to present in the budget.

SYSTEM MAINTENANCE – The goal of System Maintenance is to provide system support and maintenance to the Fire Communications Center and to other fire personnel.			
Expenditures	\$372,379	\$387,437	\$363,385
FTE's	1.5	2.5	2.5
# of systems maintained	9	15	14
# of workstations maintained	140	140	140
# of system users supported	NA	265	265
Cost per system user supported	NA	\$ 1,462	\$ 1,371

# Fire Department

## Fire and EMS Training

The goal of Fire and EMS Training is to provide basic and advanced level training to new and current Fire Department employees ensuring their ability to respond safely when needed, while maintaining and increasing levels of certification.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds budget	5.6%	5.6%	5.6%
Total Expenditures	\$1,708,280	\$1,777,358	\$1,857,303
Less Revenues			
Net General Fund Expenditures	\$1,708,280	\$1,777,358	\$1,857,303
Program Outcomes			
% of certifications maintained	100.0%	100.0%	100.0%

### Activity Data

RECRUIT TRAINING – The goal of Recruit Training is to train new hires to become Fire and EMS employees for the Alexandria Fire Department.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$132,896	\$138,270	\$145,452
FTE's	1.0	1.0	1.0
# of individuals trained	18	10	16
Cost per recruit trained	\$7,383	\$13,827	\$9,091
% of recruits successfully completing Academy	96.0%	100.0%	100.0%

IN-SERVICE TRAINING* – The goal of In-Service Training is to provide periodic training for all suppression, EMS and special operations personnel.			
Expenditures	\$1,575,384	\$1,639,088	\$1,711,851
FTE's	13.9	13.9	13.9
# of individuals trained (many staff trained multiple times and includes citizen academy trainings)	3,250	3,250	3,220
Cost per individual trained	\$485	\$504	\$532
% of individuals completing required training on schedule	100.0%	100.0%	100.0%

\*Many expenditures included in this activity are for staff time spent receiving training. The activity, cost allocations, and measures are being reevaluated.

# Fire Department

## Special Operations

The goal of Special Operations is to protect life and property through timely response, mitigation, and education for those who live, work, and visit the city of Alexandria.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds budget	3.1%	3.1%	3.3%
Total Expenditures	\$943,279	\$981,422	\$1,098,183
Less Revenues	\$53,214	\$38,000	\$38,000
Net General Fund Expenditures	\$890,065	\$943,422	\$1,060,183
<b>Program Outcomes</b>			
% of calls responded to within recognized standards	100%	100%	100%

### Activity Data

<b>HAZARDOUS MATERIALS</b> – The goal of Hazardous Materials is to provide specialized service in preventing, mitigating, educating, and detecting hazardous materials or weapons of mass destruction incidents.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$440,389	\$458,197	\$463,221
FTE's	2.8	2.8	2.8
# of hazardous incidents responded to	NA	20	20
Cost per haz mat incident responded to	NA	\$22,910	\$23,161
% of calls responded to within recognized standards	100%	100%	100%

<b>TECHNICAL RESCUE</b> – The goal of Technical Rescue is to provide specialized service in preventing, mitigating, educating, and detecting building collapse, high angle rescue, automobile extrication, confined space, and trench rescue incidents.			
Expenditures	\$245,281	\$255,199	\$286,900
FTE's	2.1	2.1	2.1
# of technical rescue incidents responded to	40	40	40
Cost per rescue incident responded to	\$6,132	\$6,380	\$7,173
% of calls responded to within recognized standards	100%	100%	100%

<b>MARINE OPERATIONS</b> – The goal of Marine Operations is to provide specialized service in preventing, mitigating, educating, and detecting water/ice rescue incidents.			
Expenditures	\$257,609	\$268,026	\$348,062
FTE's	2.6	2.6	2.6
# of marine incidents responded to	24	5	5
Cost per marine incident responded to	\$10,734	\$53,605	\$69,612
% of calls responded to within recognized standards	100%	100%	100%

# Fire Department

## Vehicle Operations and Maintenance

The goal of Vehicle Operations and Maintenance is to provide for repairs, maintenance and fueling of City owned vehicles in an efficient and cost effective manner.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Funds budget	2.8%	2.8%	2.8%
Total Expenditures	\$853,233	\$887,735	\$910,105
Less Revenues			
Net General Fund Expenditures	\$853,233	\$887,735	\$910,105
Program Outcomes			
% of emergency vehicles available	100%	100%	100%

### Activity Data

SCHEDULED ROUTINE MAINTENANCE – The goal of Scheduled Routine Maintenance is to minimize downtime due to systems or parts failure and to minimize overall maintenance costs while ensuring that the vehicles operate safely and efficiently.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$284,459	\$295,962	\$301,861
FTE's	1.9	1.9	1.9
# of preventative maintenance requests completed	305	305	299
# of vehicles maintained	136	136	130
Cost per work request	\$933	\$970	\$1,010
% of preventative maintenance completed on schedule	100%	100%	100%
REPAIR – The goal of Repair is to address the broken or non functioning systems or parts on City vehicles that are preventing that vehicle from operating in a safe and efficient manner, and restore the vehicle to full operating condition.			
Expenditures	\$345,306	\$359,269	\$387,869
FTE's	2.0	2.0	2.0
% emergency vehicles available	100%	100%	100%
% non-emergency vehicles available	95%	100%	100%
FUEL ACQUISITION & PROVISIONING - The goal of Fuel Acquisition and Provisioning is to acquire and deliver gasoline and diesel fuel to the Department's three fueling sites and distribute fuel for use in all City vehicles.			
Expenditures	\$223,468	\$232,504	\$220,375
FTE's	0.1	0.1	0.1
# of gallons of fuel purchased	82,648	84,400	85,000
% of fuel islands available	100%	100%	100%

# Fire Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>Hazardous Materials</b>	<i>Replacement of Hazmat/Terrorism Personal Protective Gear</i>	<b>\$26,713</b>
<p>The Hazmat gear is designed to protect first responders against chemical warfare agents. The current gear was obtained approximately five years ago using grant funds and has reached the end of its useful life. The new gear has twice the current gear's shelf life and is expected to last ten years. This request is a one-time adjustment for FY 2009.</p>		
<b>Various</b>	<i>Mobile Computer Wireless Access Fees</i>	<b>\$18,882</b>
<p>Costs for wireless access have increased in part due to increased charges from Verizon, because of Mobile Data Browser deployment for Fire and EMS apparatus and for Code Enforcement's Mobility implementation which allows Code employees to update inspections from the Field. A portion of these costs are budgeted with Code Enforcement.</p>		
<b>Mobile Computer Support</b>	<i>. MDB mount replacement</i>	<b>\$21,677</b>
<p>Code, Fire and EMS have increased their Mobile Data Browser deployment. Because of changing computer models and docks, it is necessary to replace the MDB mounts along with the MDB's themselves every three years. This will allow for replacement of the mobile mounts every three years.</p>		
<b>Call Taking</b>	<i>Salary Adjustments</i>	<b>\$67,434</b>
<p>A benchmark study determined it was appropriate to increase the salaries of Emergency Communications Technicians by two grades. This increase took effect in FY 2008 and is built into the base in FY 2009. The \$67,433 includes both salaries and benefits.</p>		
<b>Leadership &amp; General Management</b>	<i>Asst. Chief position</i>	<b>\$162,432</b>
<p>A third Assistant Chief position bolsters the Fire Department's command staff and will provide appropriate oversight for key administrative functions including: Fiscal/Purchasing, Information Technology, Professional Development, Facilities/Logistics, Personnel Services, Fire Communications, Planning &amp; Evaluation, and the Fire Maintenance Shop. This top-tier organizational structure mirrors that of the Alexandria Police Department. This position was approved by the City Manager in FY 2008 and this amount would be needed for the full year costs of this position in FY 2009.</p>		

# Fire Department

## Summary of Budget Changes

### Fee Increases

Activity	Fee Adjustment	FY 2009 Proposed
<b>Ambulance Billing Services</b>	<i>Increase in Ambulance Fees</i>	<b>\$272,500</b>
Ambulance Transport Fees currently total \$300 for Basic Life Support, \$400 for Advanced Life Support 1, and \$550 for Advanced Life Support 2. A new fee structure will increase fees to \$400 for BLS, \$500 for ALS-1, and \$675 for ALS-2. The fee per loaded mile, with patients on board, would also increase from \$7.50 to \$10.00 per mile. These rate increases are expected to coincide with rate changes in Fairfax and Arlington Counties. Under our mutual aid agreements with these jurisdictions, it is important to keep our fees similar to their fees.		
<b>Hazardous Materials</b>	<i>HAZMAT fee</i>	<b>\$15,400</b>
The HAZMAT fee would be charged in response to Level I and Level II Haz Mat calls. The Fire Department estimates 28 calls per year at \$550 per call.		

# Fire Department

## Changes Recommended in City Manager's Alternative Budget

Activity	Option	FY 2009 Impact
<b>Various</b> Currently, the Fire Department has one Safety Officer who handles all safety and health related duties for the entire department. A partial list of the Safety Officer's duties includes: responding to incidents, accidents, and other related events within the City and providing an "eyes and ears" for the commanding officer on site, investigating health and safety issues within the workplace, following up on accidents and crashes and assuming responsibility for liability claims as they relate to the department, and managing the FIRE/EMS annual medical examination program. The addition of three safety officers at the Fire Captain level would allow coverage for each fire suppression shift. The estimated total cost includes the salary and benefits, vehicles, and other equipment. The cost would be partially offset by lower workers' compensation costs of approximately \$60,000 associated with reduced job injuries.	<i>Three Shift Safety Officers</i> <b>+3.0 FTE's</b>	<b>\$342,489</b>
<b>Special Events Support</b> The EMS bicycle medical team was created to provide better medical coverage at distance-run races held in the City. Over time, the team has become an integral component of the ever growing number of special events in the City. The medical team attended 22 special events during FY 2007. This request would allow the deployment of up to six medics (three teams) simultaneously to one or multiple events. Currently, EMS is limited to only four medics (two teams) at a time. The request includes two new bicycles and associated equipment.	<i>Bike Medic Team Equipment</i>	<b>\$13,415</b>
<b>Emergency Planning</b> This funding would be used to continue the update of the City's Emergency Operations Plan with the help of consulting firms. In FY 2009, the focus will be on the Mitigation and Prevention program and the development of Continuity of Operations Plans and Continuity of Government Plans for the City. There was a one-time supplemental of \$200,000 in FY 2008. This supplemental would continue development of the EOP for another year.	<i>Emergency management planning</i>	<b>\$200,000</b>
<b>Various</b> This funding would allow the department to begin depreciating grant funded equipment acquired since 2003 for purposes of replenishing the vehicle replacement account. The department has not depreciated the equipment in the past, but it will eventually need to be replaced. The grant funded equipment includes two Hazmat Units acquired in FY 2003, an Air/Light unit acquired in FY 2006, and a Medical Support Unit acquired in 2006. All units are scheduled to be replaced after 12 years. The depreciation schedules have been condensed to reflect the actual projected years until replacement.	<i>Depreciation of Grant Funded Equipment</i>	<b>\$188,259</b>

# Code Enforcement

**Mission Statement:** The mission of the Code Enforcement Bureau, an organization within the Fire Department, is to enforce the Virginia Uniform Statewide Building Code and other applicable codes and ordinances to maintain life safety standards and ensure structures are designed, built, and maintained to adopted code requirements.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$7,185,792	\$8,961,726	\$9,407,346
Less Revenues	\$1,057,041	\$2,217,883	\$2,298,818
Net Gen. Fund Expenditures	\$6,128,751	\$6,743,843	\$7,108,528
Authorized Positions (FTE's)	86.0	85.0	84.0

- Total non-personnel costs increased by \$243,910 or 17.9% due to funds budgeted from special revenues for contract employees to conduct new construction field inspections and some adjustments to the base, detailed later in the text.

### Highlights

- In FY 2009, the proposed General Fund budget increased by \$364,685, or 5.4%.
- FY 2009 personnel costs increased by \$176,397, or 2.3% primarily due to the reclassification of some positions as part of the department's reorganization plan which is aimed at streamlining processes and at improving customer service.

- The FTE count decreases due to the elimination of a Special Revenue funded position related to the construction of the new T.C. Williams High School.
- A new multi-departmental permit center will be created with Code Enforcement utilizing current positions to staff its portion of the permit center. The center will handle all residential permits and light commercial alteration permits.

## Code Enforcement Programs and Activities

### Administrative Support

Administrative Support

### Plan Review

Building & Trade Plan Review  
One Stop Shop  
Walk Thru Plan Review  
Site Plan Review  
BAR, BZA, SUP, & Other Plan Reviews

### Customer Service

Permit Processing  
Complaint Processing  
Phone Call Processing

### New Construction

New Structures Inspection

### Fire Protection Systems

Plan Review  
New Installation Inspections  
Retesting Program

### Property Maintenance & Fire Prevention

Inspections of Existing Structures

### Investigations

Investigations

### Developer Supported Activities

Carlyle/Eisenhower  
Potomac Yard  
Other Development

## Dept Info

### Department Contact Info

703.838.4966  
[www.ci.alexandria.va.us/city/codeenforcement](http://www.ci.alexandria.va.us/city/codeenforcement)

### Department Head

John Catlett, Director  
703.838.4644  
[john.catlett@alexandriava.gov](mailto:john.catlett@alexandriava.gov)

### Department Staff

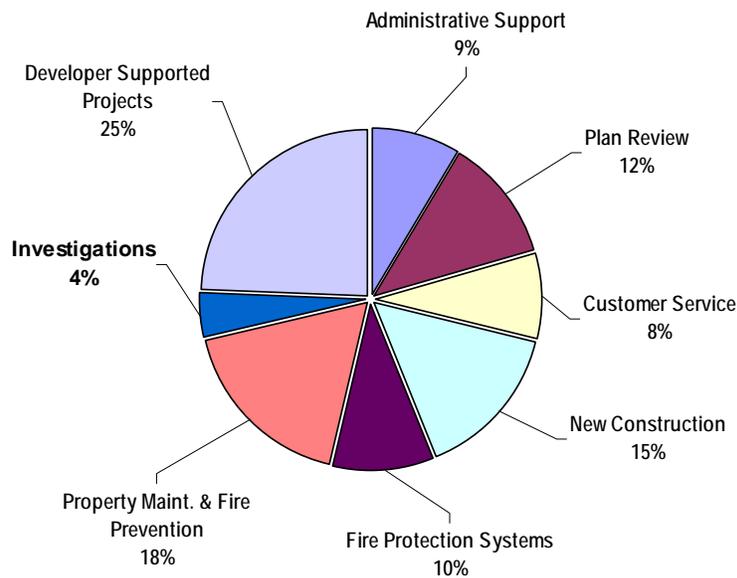
Andrea Buchanan, Asst. Fire Marshall

# Code Enforcement

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Number of building and trade plans reviewed	8,292	9,493	11,000
Numer of new construction inspections completed	53,711	87,008	82,000
Number of permits processed	19,806	21,000	23,000

### FY 2009 Proposed Expenditures by Program



# Code Enforcement

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$6,021,267	\$7,602,821	\$7,779,218	2.3%
Non-Personnel	1,005,296	1,358,905	1,602,815	17.9%
Capital Goods Outlay	\$159,229	\$0	\$25,313	0.0%
<b>Total Expenditures</b>	<b>\$7,185,792</b>	<b>\$8,961,726</b>	<b>\$9,407,346</b>	<b>5.0%</b>
<b>Less Revenues</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	1,057,041	2,217,883	2,298,818	3.6%
<b>Total Designated Funding Sources</b>	<b>\$1,057,041</b>	<b>\$2,217,883</b>	<b>\$2,298,818</b>	<b>3.6%</b>
<b>Net General Fund Expenditures</b>	<b>\$6,128,751</b>	<b>\$6,743,843</b>	<b>\$7,108,528</b>	<b>5.4%</b>
<b>Total Department FTE's</b>	<b>86.0</b>	<b>85.0</b>	<b>84.0</b>	

## Program Level Summary Information Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Administrative Support*	\$432,865	\$539,845	\$806,239	49.3%
Plan Review	858,238	1,070,347	1,117,233	4.4%
Customer Service	621,580	775,200	795,696	2.6%
New Construction	1,057,591	1,318,969	1,403,387	6.4%
Fire Protection Systems	731,079	911,762	923,870	1.3%
Prop Maint & Fire Prevention	1,435,888	1,790,761	1,672,623	-6.6%
Investigations	270,184	336,959	389,480	15.6%
Developer Supported Projects	1,778,368	2,217,883	2,298,818	3.6%
<b>Total Expenditures</b>	<b>\$7,185,793</b>	<b>\$8,961,726</b>	<b>\$9,407,346</b>	<b>5.0%</b>

The increase between the Approved FY 2008 and the Proposed FY 2009 is the result of an IT position and related costs that transferred from Fire, some adjustments to base and enhancements to current services explained later in the text, and adjustments relating to the new budget structure.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Administrative Support	4.9	3.9	3.9	0.0%
Plan Review	9.8	9.8	9.8	0.0%
Customer Service	11.1	11.1	11.1	0.0%
New Construction	12.9	12.9	12.9	0.0%
Fire Protection Systems	9.0	9.0	9.0	0.0%
Property Maint. & Fire Prevention	15.7	15.7	15.7	0.0%
Investigations	2.6	2.6	2.6	0.0%
Developer Supported Projects	20.0	20.0	19.0	-5.0%
<b>Total full time employees</b>	<b>86.0</b>	<b>85.0</b>	<b>84.0</b>	<b>-1.2%</b>

Of these 84.0 positions, 25.0 are overhires, which have been hired due to the increase in large and complex development projects in the City. Nineteen positions are funded 100% in the Special Revenue Fund by special fee-paid projects, such as Potomac Yard. In the the Approved FY 2008 budget, two IT positions were shifted from Code Enforcement to the Fire Department's IT program. During FY 2008, one of those positions was shifted back. A Special Revenue funded position relating to T.C. Williams High School construction will be eliminated in FY 2009.

# Code Enforcement

## Administrative Support

The goal of Administrative Support is to provide overall managerial and administrative support to Code Enforcement personnel in order to ensure effective and efficient operations.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	6.0%	6.0%	8.6%
Total Expenditures	\$432,865	\$539,845	\$806,239
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$432,865	\$539,845	\$806,239
<b>Program Outcomes</b>			
% of effectiveness targets met	N/A	TBD	TBD

## Activity Data

ADMINISTRATIVE SUPPORT – The goal of Administrative Support is to provide overall managerial and administrative support to Code Enforcement personnel in order to ensure effective and efficient operations.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$432,865	\$539,845	\$806,239
FTE's	4.9	3.9	3.9
# of FTEs supported	86	85	84
\$ amount of Code Enforcement expenditures (All Funds)	\$7,185,792	\$8,961,726	\$9,407,346
# of FOIA requests processed	372	345	350
% of Code Enforcement effectiveness targets met	TBD	TBD	TBD

## Plan Review

The goal of Plan Review is to perform plan reviews for new construction and renovation work within existing structures; perform structural and trade plan reviews; conduct reviews of site plans, Special Use Permits, BAR and BZA reviews and other plan reviews as required in order to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	11.9%	11.9%	11.9%
Total Expenditures	\$858,238	\$1,070,347	\$1,117,233
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$858,238	\$1,070,347	\$1,117,233
<b>Program Outcomes</b>			
% of all plans reviewed within established time frames	98%	98%	99%

# Code Enforcement

## Plan Review, continued

### Activity Data

BUILDING & TRADE PLAN REVIEW – The goal of Building and Trade Plan Review is to conduct comprehensive, quality plan reviews of construction projects within published plan review times.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$528,885	\$659,597	\$689,135
FTE's	5.9	5.9	5.9
# of building and trade plans reviewed	8,292	9,493	11,000
Cost per building and trade plan reviewed	\$64	\$69	\$63
% of plans reviewed within published plan review time frames	99%	99%	99%
<b>ONE STOP SHOP – The goal of One Stop Shop is to provide expedited plan review within one hour for specific scope of projects.</b>			
Expenditures	\$39,396	\$49,133	\$52,223
FTE's	0.5	0.5	0.5
# of building and trade plans reviewed	855	1,026	1,100
Cost per building and trade plan reviewed	\$46	\$48	\$47
% of qualified plans approved within one hour	95%	99%	99%
<b>WALK THRU PLAN REVIEW – The goal of Walk Thru Plan Review is to provide expedited plan review within one working day for specific scope of projects.</b>			
Expenditures	\$178,084	\$222,097	\$233,917
FTE's	2.4	2.4	2.4
# of plans reviewed	1,977	2,273	3,500
Cost per plan reviewed	\$90	\$98	\$67
% of qualified plans approved within one working day	78%	90%	99%
<b>SITE PLAN REVIEW – The goal of Site Plan Review is to conduct quality plan reviews of site plans for new projects and address fire access and life safety concerns and provide comments back to City staff and applicants.</b>			
Expenditures	\$53,102	\$66,226	\$66,907
FTE's	0.5	0.5	0.5
# of site plans reviewed	195	215	300
Cost per site plan reviewed	\$272	\$308	\$223
% of plans reviewed within assigned due dates	98%	98%	99%
<b>BAR, BZA, SUP &amp; OTHER PLAN REVIEWS – The goal of BAR, BZA, SUP and Other Plan Review is to perform quality reviews of applications to address code concerns and life safety issues prior to building permit application.</b>			
Expenditures	\$58,769	\$73,294	\$75,051
FTE's	0.6	0.6	0.6
# of other plans reviewed	548	607	750
Cost per other plan reviewed	\$107	\$121	\$100
% of plans reviewed within assigned due dates	98%	98%	99%

# Code Enforcement

## Customer Service

The goal of Customer Service is to process the intake of plans for construction in a timely manner, issue permits, verify contractor licenses, process and dispatch complaint calls, and maintain files and records as well as the processing of requested documents in accordance with Bureau policy and established laws to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	8.7%	8.7%	8.5%
Total Expenditures	\$621,580	\$775,200	\$795,696
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$621,580	\$775,200	\$795,696
<b>Program Outcomes</b>			
% of customers served by Service Representative within 30 minutes	100%	100%	100%

## Activity Data

PERMIT PROCESSING – The goal of Permit Processing is to provide timely intake of plans, ensure completeness of plan submissions, review routing information from other City agencies, verify contractor licenses, process payment of fees, and generate permits in order to maintain life safety standards.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$250,680	\$312,634	\$349,759
FTE's	4.9	4.9	4.9
# of permits processed	19,806	21,000	23,000
Cost per permit processed	\$13	\$15	\$15

COMPLAINT PROCESSING – The goal of Complaint Processing is to gather accurate information regarding complaints, prepare the associated Record of Complaint, and notify and route complaints to the appropriate Code Enforcement Unit in order to identify hazardous or non code compliant conditions.			
Expenditures	\$137,702	\$171,734	\$177,833
FTE's	2.4	2.4	2.4
# of complaints received	NA	TBD	TBD
Cost per complaint received	NA	TBD	TBD
% of complaints processed within same day of receipt	100%	100%	100%

PHONE CALL PROCESSING – The goal of Phone Call Processing is to provide timely fielding of phone calls, answer customer questions, route calls to the appropriate staff member, and process information provided by callers in order to deliver quality customer service.			
Expenditures	\$233,198	\$290,832	\$268,104
FTE's	3.8	3.8	3.8
# of phone calls answered*	NA	TBD	TBD
Cost per phone call answered*	NA	TBD	TBD
% of dropped calls*	NA	TBD	TBD

\*Code Enforcement currently is unable to capture the number of phone calls answered, cost per phone call answered, and percentage of phone calls dropped. The technology to capture this information is not available to Code or provided as part of the City's existing phone system.

# Code Enforcement

## New Construction

The goal of New Construction is to conduct inspections for new construction and renovation work within existing structures, perform structural and trade plan inspections for the Fire Prevention Section when requested, and perform damage assessment and other related duties as required to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	14.7%	14.7%	14.9%
Total Expenditures	\$1,057,591	\$1,318,969	\$1,403,387
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,057,591	\$1,318,969	\$1,403,387
Program Outcomes			
% of inspections completed within one working day of receipt	98%	98%	100%

## Activity Data

INSPECTIONS OF NEW STRUCTURES – The goal of Inspections of New Structures is to conduct comprehensive, quality inspections of new construction and renovation projects to ensure compliance with approved plans.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,057,591	\$1,318,969	\$1,403,387
FTE's	12.9	12.9	12.9
# of inspections completed	53,711	87,008	82,000
Cost per inspection completed	\$20	\$15	\$17
% of inspections completed within one working day of receipt	98%	98%	100%

# Code Enforcement

## Fire Protection Systems

The goal of Fire Protection Systems is to provide plan review and inspection services for new and existing fire protection systems in order to ensure proper design, installation and operation as well as compliance with maintenance requirements for fire protection systems within the City.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	10.2%	10.2%	9.8%
Total Expenditures	\$731,079	\$911,762	\$923,870
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$731,079	\$911,762	\$923,870
<b>Program Outcomes</b>			
% of inspections conducted within established compliance dates	TBD	TBD	100%

### Activity Data

<b>PLAN REVIEW – The goal of Fire Protection Plan Review is to conduct comprehensive, quality plan reviews of fire protection systems projects to ensure public safety.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$104,606	\$130,459	\$132,885
FTE's	1.2	1.2	1.2
# of plans reviewed	1677	2000	1600
Cost per plan reviewed	\$62	\$65	\$83
% of plans reviewed within published plan review timeframes	98%	98%	100%

<b>NEW INSTALLATION INSPECTIONS – The goal of New Installation Inspection is to conduct comprehensive, quality inspections of new and renovation fire protection systems projects to ensure compliance with approved plans.</b>			
Expenditures	\$363,007	\$452,722	\$460,166
FTE's	4.4	4.4	4.4
# of new installation inspections completed	3,678	4,000	4,500
Cost per new installation inspection conducted	\$99	\$113	\$102
% of inspections conducted within one working day of receipt	99%	99%	100%

<b>RETESTING PROGRAM – The goal of Retesting is to conduct comprehensive, quality inspections of existing fire protection systems projects, on a cost recovery basis, within an established time line in order to provide the maximum area of oversight based upon severity of life safety for each occupancy.</b>			
Expenditures	\$263,467	\$328,581	\$330,819
FTE's	3.4	3.4	3.4
# of retesting inspections conducted	3,020	3,500	4,000
Cost per retesting inspection conducted	\$87	\$94	\$83
% of inspections conducted within established compliance dates	99%	99%	99%
% of costs recovered	84%	84%	90%

# Code Enforcement

## Property Maintenance & Fire Prevention

The goal of Property Maintenance & Fire Prevention is to provide comprehensive inspection services for existing structures including enforcement of fire prevention, property maintenance and City nuisance codes in order to maintain the City's building stock and life safety standards.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	20.0%	20.0%	17.8%
Total Expenditures	\$1,435,888	\$1,790,761	\$1,672,623
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,435,888	\$1,790,761	\$1,672,623
Program Outcomes			
% of inspections completed within specified timeframes	100%	100%	100%

### Activity Data

INSPECTIONS of EXISTING STRUCTURES – The goal of Inspections of Existing Structures is to conduct comprehensive, quality inspections of existing structures for fire prevention, property maintenance and other required permits in order to maintain the City's building stock and life safety standards, identify illegal construction and code violations, and respond to complaint inspections citywide.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,435,888	\$1,790,761	\$1,672,623
FTE's	15.7	15.7	15.7
# of inspections conducted	22,128	23,889	24,000
Cost per inspection conducted	\$65	\$75	\$70
% of inspections conducted within established timeframes	100%	100%	100%
# City Code violations cited	N/A	TBD	1,000

# Code Enforcement

## Investigations

The goal of Investigations is to conduct complete and comprehensive investigations of crimes and offenses relating to fires, environmental crimes and other related offenses of City and State codes and to bring cases to closure and if necessary, to prosecute in a timely manner.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	3.8%	3.8%	4.1%
Total Expenditures	\$270,184	\$336,959	\$389,480
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$270,184	\$336,959	\$389,480
Program Outcomes			
% of cases closed within specified timeframes	TBD	TBD	TBD

## Activity Data

INVESTIGATIONS- The goal of Investigations is to conduct comprehensive investigations of crimes and offenses in order to determine the cause and origin of the event, and to provide timely resolution by case closure or initiation of the judicial process.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$270,184	\$336,959	\$389,480
FTE's	2.6	2.6	2.6
# of open case investigations conducted	180	184	180
# of investigations closed	176	180	TBD
Cost per open case investigation conducted	\$1,501	\$1,831	\$2,164
% of investigations referred to judicial process	TBD	TBD	TBD

# Code Enforcement

## Developer Supported Activities

The goal of Developer Supported Activities is to focus additional resources on specific development projects around the City in order to expedite the completion of projects, effectively deal with issues in a timely and efficient manner, and assure full cost recovery for these special services.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	24.7%	24.7%	24.4%
Total Expenditures	\$1,778,368	\$2,217,883	\$2,298,818
Less Revenues	\$1,778,368	\$2,217,883	\$2,298,818
Net General Fund Expenditures	\$0	\$0	\$0
Program Outcomes			
# amount of costs recovered	TBD	TBD	TBD

### Activity Data

SCHOOLS (ACPS) – The goal of ACPS is to focus resources on School projects, particularly the construction of T.C. Williams High School, in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$78,842	\$98,327	\$0
FTE's	1.0	1.0	0.0
# plans reviewed	N/A	TBD	0
# inspections completed	N/A	TBD	0
# permits issued	N/A	TBD	0
CARLYLE/EISENHOWER – The goal of Carlyle/Eisenhower is to focus resources on Carlyle/Eisenhower in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.			
Expenditures	\$532,216	\$663,751	\$739,207
FTE's	6.0	6.0	6.0
# plans reviewed	N/A	TBD	200
# inspections completed	N/A	TBD	1,200
# permits issued	N/A	TBD	24
POTOMAC YARD – The goal of Potomac Yard is to focus resources on Potomac Yard in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.			
Expenditures	\$634,850	\$791,750	\$824,422
FTE's	6.0	6.0	6.0
# plans reviewed	N/A	TBD	250
# inspections completed	N/A	TBD	3,300
# permits issued	N/A	TBD	1,100
OTHER DEVELOPMENT – The goal of Other Development is to focus resources on other projects around the City of Alexandria in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.			
Expenditures	\$532,460	\$664,055	\$735,189
FTE's	7.0	7.0	7.0
marginal increase in # of plans reviewed	N/A	TBD	20
marginal increase in # of inspections completed	N/A	TBD	100
marginal increase in # of permits issued	N/A	TBD	20
# of sq. ft. available under new occupancy permits	N/A	TBD	TBD

# Code Enforcement

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>Various</b>	<i>Staff Position Funding</i>	<b>General Fund</b> <b>\$82,335</b> <b>All Funds</b> <b>\$261,905</b>
<p>Code Enforcement is undergoing a reorganization which will streamline processes related to the construction related development review/permitting process and improve process accountability. This includes the reclassification of three existing vacant General Fund positions to include a Deputy Building Official Position (new construction), a Customer Service Technician position, and a Permit/Customer Services Facilitator position and reclassification of an existing vacant Special Fund position in "Other Land Development" to include a New Construction Supervisor. As part of its reorganization plan, Code has budgeted funds to hire two new contract employees to conduct new construction field inspections for the Bureau if necessary. These individuals will be hired for temporary (less than a year) contracts that may or may not be renewed depending on the volume of work. The latter two contract employees would be funded from Special Revenue in "Other Land Development." It is estimated the cost to the General Fund of reclassifying the three vacant General Fund positions is \$82,335. The budgetary cost of the reclassified Special Revenue position and Special Revenue contract positions is \$179,570. The All Funds budget cost is \$261,905.</p> <p>The General Fund costs for staff reclassifications funding would be offset by an increase in administrative fees on all permits. (See the fees section for details.) The expected revenue generated from increased fees would be more than enough to offset expenditures from reclassifying existing positions.</p>		
<b>Administrative Support</b>	<i>Maintenance for Selectron Software</i>	<b>\$25,085</b>
<p>This will cover the costs of the annual maintenance contract for Selectron Software which allows Code Enforcement staff to conduct live updates of permits and inspections while in the field.</p>		
<b>Administrative Support</b>	<i>Maintenance for updated Interactive Voice Response</i>	<b>\$1,900</b>
<p>The IVR system is used for automated inspection scheduling, allowing customers to schedule, cancel, and check the status of inspections. The service is available 24 hours and weekends and holidays.</p>		

### Supplemental Requests

Activity	Supplemental Request	FY 2009 Proposed
<b>Administrative Support</b>	<i>Continuing education</i>	<b>\$20,000</b>
<p>In response to the Small Business Task Force report Code Enforcement is proposing to offer contractor training on a quarterly basis to educate construction, development, and business professionals in a number of code related subjects in order to improve customer service in the community. The costs for establishment of this training program would be offset by a levy on permit fees. (see below)</p>		

# Code Enforcement

## Fee Increases in the Proposed Budget

In order to better review costs of Code's various permitting functions, as well as to finance the costs of reorganization and the new permit center (all of which are aimed at streamlining Code Services, improving process timing in problem areas, and improving customer service), a 13-13.5% permit fee surcharge is proposed to be implemented in FY 2009. This fee surcharge which would raise \$590,000 to fund Code operations is comprised of the following three elements.

Activity	Fee Adjustment	FY 2009 Proposed
<b>Administrative Support</b> A levy of .50% on construction, fire prevention, and fire protection permit fees will be assessed to offset the cost of the continuing education supplemental request. For more information, please see the list of supplemental requests. This levy does not apply to all permits issued by Code.	<i>Training Program Levy</i>	<b>\$20,000</b>
<b>New Construction Inspections</b> An additional fee of 8% will be charged on all permits issued by the Alexandria Code Enforcement Bureau. This will cover the cost of the departmental reorganization and more closely align the direct and indirect costs of the permitting process with revenues.	<i>Administration Permit Fee Surcharge</i>	<b>\$350,000</b>
<b>New Construction Inspections</b> An additional fee of 5% will be charged on all permits issued by the Alexandria Code Enforcement Bureau. This will allow Code Enforcement to cover the increased costs of the permit center. The permit center will allow Code, Planning & Zoning, and T & ES to streamline processes and improve accountability related to securing construction related development review approvals and building permits.	<i>Permit Center Surcharge</i>	<b>\$220,000</b>

# Police Department

**Mission Statement:** The mission of the Police Department is to preserve the peace and to protect persons and property.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$50,975,161	\$53,237,209	\$54,948,447
Less Revenues	\$1,750,244	\$1,858,320	\$1,990,107
Net Gen. Fund Expenditures	\$49,224,917	\$51,378,889	\$52,958,340
Authorized Positions (FTE's)	465.2	469.1	466.1

- FY 2009 personnel costs increased by \$1,888,032 or 4.3% primarily due to an increase in the retirement fund employer contribution rate, an increase of \$332,991 in overtime, and the FY 2008 reclassification of positions in the Call Handling & Dispatching Calls activity. The personnel budget also reflects the proposed elimination of the Gridlock Reduction Intervention program.

### Highlights

- In FY 2009, the proposed General Fund budget increased by \$1,579,451, or 3.2%.
- The proposed budget includes a proposed net decrease of 3 positions, including two Special Police Officer positions related to the Red Light Camera Program and 1 School Resource Officer position who serves elementary schools.

- Total non-personnel costs decreased by \$526,147, or 7.1% due primarily to the proposed budget recommendation not to start the Red Light Camera Program (nets savings \$225,000)
- Capital Outlay increased by \$349,353, or 20.7%, due to the need for vehicle replacement in FY 2009 which is less than FY 2008.

## Police Programs and Activities

- Leadership and General Management Support Services**
  - Leadership and General Management
  - Homeland Security & Preparedness
  - Finance Management
  - Human Resources Management
- Operations Support Services**
  - Property & Evidence Management
  - Policy Review & Maintenance
  - Fleet Management
  - Information Technology Management
  - Facilities & Security Management
  - Certification & Training
- Special Operations**
  - Traffic & Parking
  - Special Response Unit
  - Special Events/ Incidents
  - School Resource Officers
  - Community Relations
- Public Services Division**
  - Public Information Office
  - Internal Investigations

- Information Services**
  - Report Management
- Police Communications**
  - Call Handling & Dispatching Calls
- Patrol**
  - Patrol
  - Crime Analysis
- Criminal Investigations**
  - Criminal Investigations
  - Domestic Violence Unit
  - Vice/Narcotics
  - Street Crimes
  - Task Forces
  - Crime Scene Investigations

## Dept Info

**Department Contact Info**  
www.alexandriava.gov/police

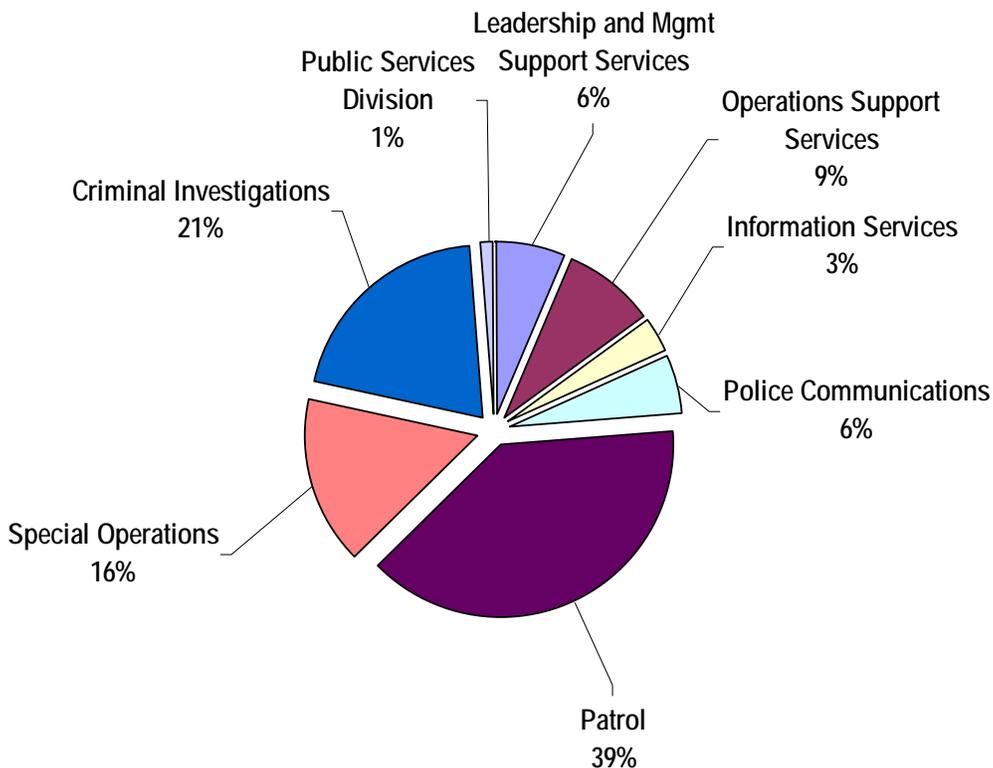
**Department Head**  
David Baker, Chief of Police  
703.838.4700  
David.baker@alexandriava.gov

# Police Department

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of total calls dispatched per year	58,664	58,750	58,750
% of Police reports processed electronically	77%	77%	79%
Patrol's average response time from dispatch to arrival for emergency calls	4.31 minutes	4.3 minutes	4.3 minutes
Patrol's cost per call for service	\$329	\$344	\$368
% of criminal investigations cases closed	70%	75%	75%
Number of applicants processed	1,375	1,300	1,300
Average cost to intake one item of evidence	\$33	\$35	\$38
For information regarding crime statistics, please see Miscellaneous Departmental Information			

## FY 2009 Proposed Expenditures by Program



# Police Department

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$42,897,634	\$44,111,390	\$45,999,422	4.3%
Non-Personnel	7,029,071	7,440,299	6,914,152	-7.1%
Capital Goods Outlay	381,457	1,685,520	2,034,873	20.7%
Interfund Transfers	666,999			
<b>Total Expenditures</b>	<b>\$50,975,161</b>	<b>\$53,237,209</b>	<b>\$54,948,447</b>	<b>3.2%</b>
<b>Less Revenues</b>				
Internal Service	\$148,838	\$1,685,520	\$1,885,107	11.8%
Special Revenue Fund	1,601,406	172,800	105,000	-39.2%
<b>Total Designated Funding Sources</b>	<b>\$1,750,244</b>	<b>\$1,858,320</b>	<b>\$1,990,107</b>	<b>7.1%</b>
<b>Net General Fund Expenditures</b>	<b>\$49,224,917</b>	<b>\$51,378,889</b>	<b>\$52,958,340</b>	<b>3.1%</b>
Total Department FTE's	465.2	469.1	466.1	

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership and Management Support Services	\$3,111,688	\$3,249,771	\$3,481,515	7.1%
Operations Support Services	4,608,349	4,812,847	4,762,791	-1.0%
Information Services	1,637,889	1,710,572	1,759,125	2.8%
Police Communications	2,905,235	3,034,157	3,136,781	3.4%
Patrol	19,018,219	19,862,162	21,270,591	7.1%
Special Operations	8,765,993	9,154,988	8,687,293	-5.1%
Criminal Investigations	10,388,568	10,849,566	11,267,382	3.9%
Public Services	539,219	563,146	582,969	3.5%
<b>Total Expenditures</b>	<b>\$50,975,161</b>	<b>\$53,237,209</b>	<b>\$54,948,447</b>	<b>3.2%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership and Management Support Services	67.5	21.0	21.0	0.0%
Operations Support Services	NA	43.0	43.0	0.0%
Information Services	22.0	24.0	24.0	0.0%
Police Communications	33.0	34.0	34.0	0.0%
Patrol	172.5	183.0	183.0	0.0%
Special Operations	81.7	75.1	72.1	-4.0%
Criminal Investigations	81.5	85.0	85.0	0.0%
Public Services Division	7.0	4.0	4.0	0.0%
<b>Total full time employees</b>	<b>465.2</b>	<b>469.1</b>	<b>466.1</b>	<b>-0.6%</b>

# Police Department

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide financial, personnel, planning and support services in order to facilitate the operations of the Police Department.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% total of All Funds Budget	6.1%	6.1%	6.3%
Total Expenditures	\$3,111,688	\$3,249,771	\$3,481,515
Less Revenues	0	0	0
Net General Fund Expenditures	\$3,111,688	\$3,249,771	\$3,481,515
Program Outcomes			
% of authorized positions filled	98%	95%	98%

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide fiscal and support services in order to facilitate the operations of the Police Department.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,764,901	\$1,843,219	\$1,929,946
FTE's	22.0	9.0	9.0
Leadership & Management Expenditures as percentage of departmental total	3.5%	3.5%	3.5%
# of activities managed	25	26	26
# of departmental FTE's managed	465	468	466
\$ amount of net General Fund departmental budget (millions of dollars)	\$49.2	\$51.4	\$53.0
% of Departmental effectiveness targets met	NA	90%	95%

HOMELAND SECURITY & PREPAREDNESS – The goal of HSOP is to improve the department's ability to respond to terrorism activity and disasters through intelligence gathering and training, to protect the public.			
Expenditures	\$426,700	\$445,635	\$470,753
FTE's	3.0	3.0	3.0
# of incidents to which OIIS staff responded to EOC or common location	618	650	650
Cost per incident	\$690	\$686	\$724

# Police Department

## Leadership and Management Support Services Program, continued

### Activity Data

FINANCE MANAGEMENT - The goal of Finance Management is to provide responsible stewardship of the Police Department's budget to support law enforcement operations.*	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$408,702	\$426,838	\$511,843
FTE's	3.0	3.0	3.0
# of fiscal transactions processed per year	4,350	4,300	4,300
Departmental expenditures as % of budget	10.5%	10.2%	10.2%
Cost per fiscal transaction	\$70	\$74	\$89
Departmental expenditures within budget	98.6%	99.0%	99.0%

HUMAN RESOURCES MANAGEMENT - The goal of Human Resources Management is to manage issues affecting employee compensation, staffing, and well-being in support of the Police Department's operations.*			
Expenditures	\$511,386	\$534,079	\$568,973
FTE's	4.0	6.0	6.0
# of civilian applicants processed	560	500	500
# of sworn applicants processed	815	800	800
Cost per applicant processed	\$186	\$205	\$219

# Police Department

## Operations Support Services Program

The goal of Operations Support Services is to ensure the Police Department has the best possible human resources and necessary tools to conduct its operations.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	9.0%	9.0%	8.7%
Total Expenditures	\$4,608,349	\$4,812,847	\$4,762,791
Less Revenues			75,000
Net General Fund Expenditures	\$4,608,349	\$4,812,847	\$4,687,791
Program Outcomes			
% of authorized positions filled	94%	98%	100%

### Activity Data

PROPERTY & EVIDENCE MANAGEMENT – The goal of Property and Evidence Management is to manage all incoming property and evidence, from receipt to disposal.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$293,666	\$306,698	\$329,525
FTE's	3.0	4.0	4.0
# of items of property and evidence processed each year	5,826	5,700	5,700
Average cost to intake one item of evidence	\$32.76	\$34.97	\$37.58
% of inventory disposed of annually	15%	17%	17%

POLICY REVIEW & MAINTENANCE – The goal of Policy Review is to research, develop, and amend department policies and procedures to ensure compliance with best practices, legal requirements and accreditation standards.			
Expenditures	\$349,114	\$364,606	\$216,360
FTE's	2.0	2.0	2.0
# of directives and addenda issued per year	36	36	36
Average cost per directive	NA	\$1,653	\$988
% of accreditation standards met	100%	100%	100%

FLEET MANAGEMENT – The goal of Fleet Management is to order vehicles, and to coordinate the equipment, maintenance and deployment of them, in support of police personnel.			
Expenditures	\$432,647	\$451,846	\$462,306
FTE's	3.0	3.0	3.0
# of vehicles managed	312	314	315
Cost per year to manage each vehicle	\$1,387	\$1,439	\$1,468
% of maintenance actions completed within 14 days of schedule date	82%	85%	83%

# Police Department

## Operations Support Services Program, continued Activity Data

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to maintain and enhance the department's computer infrastructure to support operations, analysis and vital electronic communication for police employees.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,638,073	\$1,710,763	\$1,767,344
FTE's	14.0	14.0	14.0
# of pc's in department	320	320	321
# of portable and mobile radio units supported (all City units managed by Police Department)	1625	1646	1650
# of mobile computers	370	370	370
# of users supported	458	458	457
Cost per system user	\$3,577	\$3,735	\$3,867
% of reports processed electronically rather than by manual methods	77%	77%	79%
<b>FACILITIES &amp; SECURITY MANAGEMENT – The goal of Facilities and Security Management is to provide a secure, aesthetically pleasing, clean, and properly functioning facility environment that is conducive to staff fulfilling the department's mission to the public.</b>			
Expenditures	\$1,039,000	\$1,085,524	\$995,439
FTE's	9.0	14.0	14.0
# of security requests completed	1003	1000	1000
# of maintenance requests completed	1582	1500	1500
# of internal inspections completed	20	20	20
Cost per request/task completed	\$100	\$109	\$100
% of customers satisfied with the physical facility environment	67%	67%	70%
<b>CERTIFICATION AND TRAINING - The goal of Certification and Training is to coordinate training to ensure employees meet the Department of Criminal Justice certification and maintain skills to protect the public.</b>			
Expenditures	\$855,450	\$893,411	\$991,817
FTE's	13.0	6.0	6.0
# of mandatory training hours per sworn	44	44	44
# of mandatory training hours per civilian	2	2	2
Average cost of mandatory training per sworn officer	NA	\$2,032	\$2,076
Average cost of mandatory civilian training per employee	NA	\$70	\$72
% of sworn officers meeting certification	100%	100%	100%
% of average sworn work year (2080 hours) spent in training	2%	2%	2%

# Police Department

## Information Services Program

The goal of Information Services is to maintain the integrity and accountability of police reports and other vital documents, so that information is available to assist in prosecution, investigations, reporting crimes, locating wanted or missing persons, and recovering stolen property.

Program Totals	FY 2007 Actual	FY 2009 Proposed	FY 2009 Approved
% of Total All Funds budget	3.2%	3.2%	3.2%
Total Expenditures	\$1,637,889	\$1,710,572	\$1,759,125
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,637,889	\$1,710,572	\$1,759,125
Program Outcomes			
Incident Based Report System reports (IBRS) submitted on time	100%	100%	100%

### Activity Data

REPORT MANAGEMENT – The goal of Report Management is to review, classify, record and secure police incident reports and vital documents, to report crime statistics for the City in accordance with state and federal Incident Based Reporting (IBR) guidelines.	FY 2007 Actual	FY 2009 Proposed	FY 2009 Approved
Expenditures	\$1,637,889	\$1,710,572	\$1,759,125
FTE's	25.0	24.0	24.0
# of incident reports processed	13,901	14,000	14,000
# of criminal reports	10,099	10,100	10,100
# of auto accident reports	1,977	1,800	1,800
# of non-criminal reports	1,825	2,100	2,100
Average cost to process a report	\$58.91	\$61.09	\$62.83

# Police Department

## Police Communications Program

The goal of Police Communications is to provide prompt answering, dispatch and resolution of incoming calls to ensure help is quickly and efficiently delivered to those needing Police, Fire or EMS services, or information.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of total All Funds budget	5.7%	5.7%	5.7%
Total Expenditures	\$2,905,235	\$3,034,157	\$3,136,781
Less Revenues	0	0	0
Net General Fund Expenditures	\$2,905,235	\$3,034,157	\$3,136,781
Program Outcomes			
% of calls taken, routed, and managed within policy	98%	98%	98%

### Activity Data

CALL HANDLING AND DISPATCHING CALLS FOR SERVICE (CFS) –The goal of Call Handling & Dispatching Calls for Service is to route calls for service to police, fire, EMS or other city services in a timely manner.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$2,905,235	\$3,034,157	\$3,136,781
FTE's	33.0	34.0	34.0
# of total calls answered per year	388,000	380,000	380,000
Average # of calls answered per day	1063	1041	1041
# of emergency calls dispatched per year	2,458	2,500	2,500
# of non-emergency calls dispatched per year	56,206	56,250	56,250
Average # of calls dispatched per day	161	161	161
% of emergency, Priority 1 calls dispatched within 120 seconds of receipt	78%	80%	80%
% of supervisor audits of employee performance rated satisfactory or above	100%	98%	98%

# Police Department

## Patrol Program

The goal of Patrol is to respond to calls for service and provide proactive, visible police presence to protect life and property.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of total All Funds budget	37.3%	37.3%	38.7%
Total Expenditures	\$19,018,219	\$19,862,162	\$21,270,591
Less Revenues	0	0	0
Net General Fund Expenditures	\$19,018,219	\$19,862,162	\$21,270,591
Program Outcomes			
Citizen satisfaction with patrol officers' response per Fall 2006 survey	NA	NA	TBD

### Activity Data

PATROL – The goal of Patrol is to provide visible police presence and timely response to citizen complaints.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$18,753,178	\$19,585,360	\$20,976,489
FTE's	174.0	180.0	180.0
# of calls for service answered or initiated	56,932	57,000	57,000
# of incident reports completed	13,901	14,000	14,000
Patrol cost per call for service	\$329	\$344	\$368
Average response time to emergency calls for service from dispatch to arrival	4.31 minutes	4.3 minutes	4.3 minutes
# of arrests made	5,766	5,600	5,600

CRIME ANALYSIS – The goal of Crime Analysis is to identify and analyze crime, calls for service and arrest data to provide actionable information through periodic reports, bulletins and maps that assist with officer deployment to combat and reduce crime.			
Expenditures	\$265,041	\$276,802	\$294,102
FTE's	2.0	3.0	3.0
# of major crime maps per year	220	230	230
# of special requests and projects	160	175	170
Cost per staff hour	\$42.47	\$44.36	\$47.13
% of crime reports submitted by established deadlines	100%	100%	100%

# Police Department

## Special Operations Program

The goal of Special Operations is to augment patrol functions with focused problem solving efforts, and with specialized response to unusual events.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of total All Funds budget	17.2%	17.2%	15.8%
Total Expenditures	\$8,765,993	\$9,154,988	\$8,687,293
Less Revenues	0	0	0
Net General Fund Expenditures	\$8,765,993	\$9,154,988	\$8,687,293
<b>Program Outcomes</b>			
Citizen satisfaction survey	NA	TBD	TBD

### Activity Data

TRAFFIC AND PARKING – The goal of Traffic and Parking is to direct traffic, enforce traffic and parking laws, and provide education to calm traffic, reduce vehicle accidents and protect pedestrians.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$4,986,716	\$5,208,004	\$4,611,552
FTE's	46.0	47.0	44.1
# of parking tickets issued	70,146	71,000	71,000
Cost per parking ticket	NA	\$31	\$32
Net change in accident rate in city	-3%	-2%	0%

SPECIAL RESPONSE UNIT – The goal of the Special Response Unit is to provide rapid response to crimes, incidents, or emergencies and to coordinate homeland security matters.			
Expenditures	\$898,875	\$938,763	\$1,039,713
FTE's	9.0	9.0	9.0
# of arrests made	263	250	250
Cost per arrest	\$1,709	\$1,878	\$2,079
# of special deployments for rapid response	1	3	3
Progress to deploy self-contained breathing apparatus	30%	50%	100%

SPECIAL EVENTS/INCIDENTS – The goal of Special Events/Incidents is to provide police presence at planned City special events; and to respond to unplanned, major incidents in order to control traffic, criminal and other potential hazards.			
Expenditures	\$1,855,406	\$1,937,740	\$1,938,864
FTE's	11.0	11.0	11.0
# of planned special events handled (parades, festivals, etc.)	43	51	53
# of unplanned events handled (hostage, hazmat, etc.)	14	4	5
Average cost per planned event	\$3,178	\$3,846	\$3,800
Average cost per unplanned event	\$10,000	\$10,309	\$10,000
% of special event after-action reports completed within 10 days	50%	75%	100%
% of incidents resolved in accordance with departmental policy	100%	100%	100%

# Police Department

## Special Operations Program, continued

### Activity Data

SCHOOL RESOURCE OFFICERS – The goal of SRO is to provide visible police presence, education and intervention programs in City schools to support youth and discourage criminal behavior.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$810,828	\$846,809	\$856,538
FTE's	7.0	7.0	6.0
# of student contacts	1,455	1,500	1,500
# of incidents involving physical altercation	38	39	39
Cost per public school student	\$78.84	\$84.64	\$85.61
<b>COMMUNITY RELATIONS – The goal of Community Relations is to offer crime prevention and education to Alexandria residents to improve their knowledge of police operations and to promote personal safety.</b>			
Expenditures	\$214,168	\$223,672	\$240,625
FTE's	3.0	2.0	2.0
# of citizen academy participants each year	80	47	50
Cost per academy participant	NA	\$1,190	\$1,203
% of community associations satisfied with police services	96%	TBD	TBD

# Police Department

## Criminal Investigations Program

The goal of Criminal Investigations is to investigate felony and misdemeanor violations of law to identify the individuals who commit these offenses and arrest them.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds budget	20.4%	20.4%	20.5%
Total Expenditures	\$10,388,568	\$10,849,566	\$11,267,382
Less Revenues	0	0	30,000
Net General Fund Expenditures	\$10,388,568	\$10,849,566	\$11,237,382
Program Outcomes			
Part 1 crime closure rates exceed national average of 62%	Yes, by 8%	Target 13%	Target 13%

### Activity Data

CRIMINAL INVESTIGATIONS – The goal of Criminal Investigations is to investigate sex, death, robbery, burglary, grand larceny, financial, gang and juvenile cases involving violations of law, with an emphasis on case closure and prosecution.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$4,675,689	\$4,883,175	\$4,960,671
FTE's	38.0	38.0	38.0
# of cases assigned	1,653	1,640	1,640
Cost per case	\$2,829	\$2,978	\$3,025
% of cases closed (80% as target)	70%	75%	75%
% of multiple case closures (10% target)	5%	7%	7%

DOMESTIC VIOLENCE UNIT – The goal of the DVU is to investigate all domestic violence and stalking offenses, with an emphasis on coordinating victim services and successful prosecution.			
Expenditures	\$767,705	\$801,772	\$851,945
FTE's	7.0	7.0	7.0
# of cases assigned	759	760	760
Cost per case	\$1,011	\$1,055	\$1,121
% of cases involving arrest	63%	60%	60%
% of cases involving services to victims and no arrest	37%	40%	40%

# Police Department

## Criminal Investigations Program, continued

### Activity Data

VICE/NARCOTICS – The goal of V/N is to investigate violations of law involving vice, organized crime, and narcotics, to arrest the offenders and create a negative financial impact on violators.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,504,555	\$1,571,320	\$1,645,396
FTE's	10.0	10.0	10.0
# of cases assigned	155	160	160
# of arrests	98	99	99
Cost per case assigned	\$9,707	\$9,821	\$10,284
% of case closures by arrest	63%	63%	63%

STREET CRIMES – The goal of SCU is to suppress street level drug dealing and nuisance offenses by identifying and arresting those responsible for the crimes.			
Expenditures	\$851,505	\$889,291	\$976,268
FTE's	8.5	8.0	8.0
# of arrests	479	500	500
Cost per arrest	\$1,778	\$1,779	\$1,953
Change in arrests compared to prior year	-30%	4%	0%

TASK FORCES – The goal of TF is to investigate national and regional drug and money laundering operations for Federal prosecution, in partnership with federal, state and local agencies.			
Expenditures	\$873,478	\$912,239	\$996,235
FTE's	7.5	7.0	7.0
# of cases assigned	78	60	60

CRIME SCENE INVESTIGATIONS – The goal of CSI is to support CIS and Patrol with crime scene processing and fingerprint identification, leading to arrests of criminal suspects.			
Expenditures	\$1,715,637	\$1,791,769	\$1,836,866
FTE's	15.5	15.0	15.0
# of Evidence Processing Reports	1,707	1,700	1,700
% of latent fingerprints identified at crime scenes (target is 50%)	51%	50%	50%

# Police Department

## Public Services Program

The goal of the Public Services Program is to promote public education, provide information through the media, and investigate all complaints against police employees.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of total All Funds budget	1.1%	1.1%	1.1%
Total Expenditures	\$539,219	\$563,146	\$582,969
Less Revenues	0	0	0
Net General Fund Expenditures	\$539,219	\$563,146	\$582,969
Program Outcomes			
Citizen survey: Citizen satisfaction with level of integrity and professionalism in the Alexandria PD	TBD	TBD	TBD

### Activity Data

PUBLIC INFORMATION OFFICE – The goal of the Public Information Office is to promptly and accurately notify command staff, the public, the media and city officials of significant police-related incidents.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$261,764	\$273,380	\$258,447
FTE's	2.0	2.0	2.0
# of media contacts per year	8,000	8,000	8,000
# of daily crime incident reports produced per year	260	260	260
% of daily crime reports posted on the Internet within 1 business day	100%	100%	100%
Cost per resident population	NA	\$1.98	\$1.87

INTERNAL INVESTIGATIONS – The goal of Internal Investigations is to investigate allegations of misconduct involving department personnel.			
Expenditures	\$277,455	\$289,767	\$324,522
FTE's	2.0	2.0	2.0
# of formal complaints managed (received, investigated, resolved)	159	150	150
Cost per investigation	\$1,745	\$1,932	\$2,163

# Police Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>Operations Support Services</b>	<i>IT Management</i>	<b>\$20,825</b>
<p>This adjustment will accommodate annual maintenance fees for a newly implemented Field Contract application which allows instant uploading of field contract information (\$15,000), and increased maintenance costs for the Department's Automatic Vehicle Locator System which will be used to monitor the location of police officer vehicles. (\$5,825)</p>		
<b>Fleet Management</b>	<i>Command Bus Ongoing Expenses</i>	<b>\$8,220</b>
<p>This adjustment will pay annual service and lease costs for four cellular phones (\$1,920), a satellite internet connection (\$5,400) and satellite television (\$900) for the new Command Bus.</p>		
<b>Various</b>	<i>Overtime</i>	<b>\$332,591</b>
<p>This adjustment will pay for overtime in the Call Handling and Dispatching Calls for Service activity (\$155,000). The staffing problem is acute and ongoing, and the City must compete with neighboring jurisdictions for qualified employees. During FY 2008, the City also increased Emergency Communications Technician positions by two grades. An additional adjustment for overtime is made for the Patrol activity (\$177,591) where overtime increases have not kept up with officers' salaries, which have been recently increased due to benchmark salary adjustments.</p>		
<b>Certification and Training</b>	<i>Ammunition and Training</i>	<b>\$87,056</b>
<p>The wars in Afghanistan and Iraq have increased the price of ammunition by 40% over the last two years. There are increased ammunition costs for basic firearms training (\$28,877) and specialized Special Operations team training which includes training on a wide variety of weapons (\$40,629). The APD is also piloting a Taser Weapons Program to provide additional tools for officers to use non-lethal force. The cost of training and operating the Taser program in FY 2009 is \$17,500.</p>		
<b>Call Handling &amp; Dispatching Calls</b>	<i>Salary Adjustments</i>	<b>\$110,153</b>
<p>A benchmark study determined that it was appropriate to increase the salaries of Emergency Communications Technicians by two grades. This increase took effect in FY 2008 and is built into the base in FY 2009. The \$110,153 includes both salaries and benefits.</p>		
<b>Property &amp; Evidence Mgmt.</b>	<i>Full-time Property Clerk</i>	<b>\$9,200</b>
<p>While the size of the Alexandria Police Department has increased over the last several years, the Property Section has remained at its present staffing of two Property Clerks and one supervisor for the last twenty years. Currently, there is a part-time employee provided by a temp agency who works 30-40 hours during a 2-week period. This employee does not go through the scrutiny that a Police employee must go through to handle the sensitive nature of evidence and property, limiting their effectiveness in the unit. A full-time Property Clerk will also be able to better handle the large and increasing volume of work. The fiscal impact represents the amount above the current cost of paying a temp. The position is authorized for FY 2008 and will be built into the base of the FY 2009 budget.</p>		

# Police Department

## Expenditure Reductions

Activity	Reduction Option	FY 2009 Proposed
<b>Various</b> Beginning in FY 2009, the Police Department began to purchase less expensive 6-cylinder Dodge Chargers in place of the 8-cylinder Crown Victoria vehicles. In addition, the Police Department expects to reduce discretionary travel beginning in FY 2009. The total savings of \$30,000 from these two initiatives have been incorporated into the FY 2009 budget. The Police will also save the Equipment Replacement Fund \$130,000 by not replacing a surveillance Vehicle. The General Fund savings for not replacing the surveillance vehicle is \$13,000.	<i>Fleet Savings and Travel Reductions</i>	<b>\$43,000</b>
<b>Traffic and Parking</b> In Spring 2007, City Council implemented a Red Light Camera Program. The ongoing costs of the program were estimated to be \$565,000 in contract costs and \$110,000 for two Special Police Officers who would handle reviews of Red Light Camera violations. The program costs were to be offset with revenues which over time would be expected to decrease to about \$450,000 for three cameras. The net annual savings to the City is expected to be \$225,000. The program has not yet begun.	<i>Red Light Camera Program</i>	<b>-2.0 FTE</b> <b>\$675,000</b>
<b>Traffic and Parking</b> The Gridlock Reduction Intervention Program (GRIP) was developed to reduce traffic gridlock in key intersections throughout Alexandria during evening rush hour. While the Police Department believes the presence of uniformed officers at City intersections has a positive impact on traffic flow, GRIP is not a core public safety program. Neighboring jurisdictions use posted signs and visible paint lines to define the areas that should be kept clear at traffic intersections. The \$150,000 reduction consists of overtime costs worked by police and parking enforcement officers.	<i>GRIP</i>	<b>\$150,000</b>
<b>School Resource Officers</b> The School Resource Officer Program began in 1994 with a COPS grant. As of FY 2008, the final grant has expired and there is no longer any obligation under federal guidelines to retain the SRO positions. Currently, the program includes 6 School Resource Officers and one sergeant. This reduction reassigns the one SRO currently assigned to elementary schools to other operational functions, eliminating a new hire at the Police Officer I level. Younger elementary school age children are far less likely to initiate or participate in violence than teenage youth. While the Police Department recognizes the importance of and popularity of the SRO program with school administrators and parents, it is not a core public safety program.	<i>Eliminate Elementary Schools' SRO</i>	<b>-1.0 FTE</b> <b>\$77,000</b>

# Police Department

## Changes Recommended in City Manager's Alternative Budget

<b>Activity</b>	<b>Option</b>	<b>FY 2009 Impact</b>
<b>Traffic and Parking</b>	<i>Red Light Camera Program</i>	<b>\$675,000</b>
Add back the Red Light Camera Program. Assuming revenues of \$450,000, the net fiscal impact would be \$225,000.		
<b>Traffic and Parking</b>	<i>GRIP</i>	<b>\$150,000</b>
Add back Gridlock Reduction Intervention Program ( GRIP).		
<b>School Resource Officer</b>	<i>School Resource Officer</i>	<b>\$77,000</b>
Add back elementary School Resource Officer.		

- For more information on these items, see the "Expenditure Reduction" section.

# Police Department

## Miscellaneous Departmental Information

Table 1 shows the portion of the Police Department's expenditures that are paid by the Commonwealth of Virginia.

Table 1 "Net City Share" of Department of Police Operations			
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
General Fund Expenditures	49,224,917	51,378,889	52,958,340
<b>Police Related General Fund Revenues</b>			
HB599 Revenue	6,624,744	6,735,814	6,397,010
<b>Total</b>	<b>6,624,744</b>	<b>6,735,814</b>	<b>6,397,010</b>
<b>Net City Share (General Fund Expenditures Less Related Revenues)</b>	<b>42,600,173</b>	<b>44,643,075</b>	<b>46,561,330</b>

Table 2 includes Alexandria crime statistics for 2004-2006.

Table 2 Part I Crimes in Alexandria			
	CY 2004	CY 2005	CY 2006
Homicide	2	4	5
Rape	31	23	23
Robbery	187	197	202
Aggravated Assault	213	201	178
Burglary	426	371	389
Larceny	2,937	2,699	2,537
Auto Theft	635	513	380
<b>Total</b>	<b>4,431</b>	<b>4,008</b>	<b>3,714</b>

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# Operating Agencies

## HEALTH AND WELFARE

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# Department of Human Services

**Mission Statement:** The mission of the Department of Human Services is to facilitate the ability of Alexandrians to function successfully in our society and improve the quality of their lives, to provide services that are responsive to individual, family and community needs; to expedite and advocate access to opportunities, services and resources; and to serve Alexandrians with special needs.

## FY 2009 Budget Summary Table and Highlights

Summary Table				Highlights
	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed	
Total Expenditures	\$53,500,877	\$54,446,210	\$55,916,301	<ul style="list-style-type: none"> <li>• Total non-personnel costs increased \$827,439 or 2.4% due an increase in anticipated Welfare client payments and costs associated with the Comprehensive Services Act. These increases are largely funded with special revenue, including a \$0.9 million increase in State funds for CSA and approximately \$0.5 million in additional funds for various Welfare programs.</li> <li>• In total, internal services and non-general fund revenues increased by nearly \$2 million, based on FY 2007 actual receipts and the reallocation of existing staff to meet client demand and the draw down of available revenue and reimbursement.</li> </ul>
Less Revenues	\$26,268,859	\$26,168,438	\$28,067,510	
Net Gen. Fund Expenditures	\$27,232,018	\$28,277,772	\$27,848,791	
Authorized Positions (FTE's)	243.7	242.7	241.4	
<p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• In FY 2009 the proposed General Fund budget decreased by \$428,981 (1.5%).</li> <li>• FY 2009 personnel costs increased by \$585,652 or 3.0%; the increase was due to step adjustments and increased retirement costs.</li> </ul>				

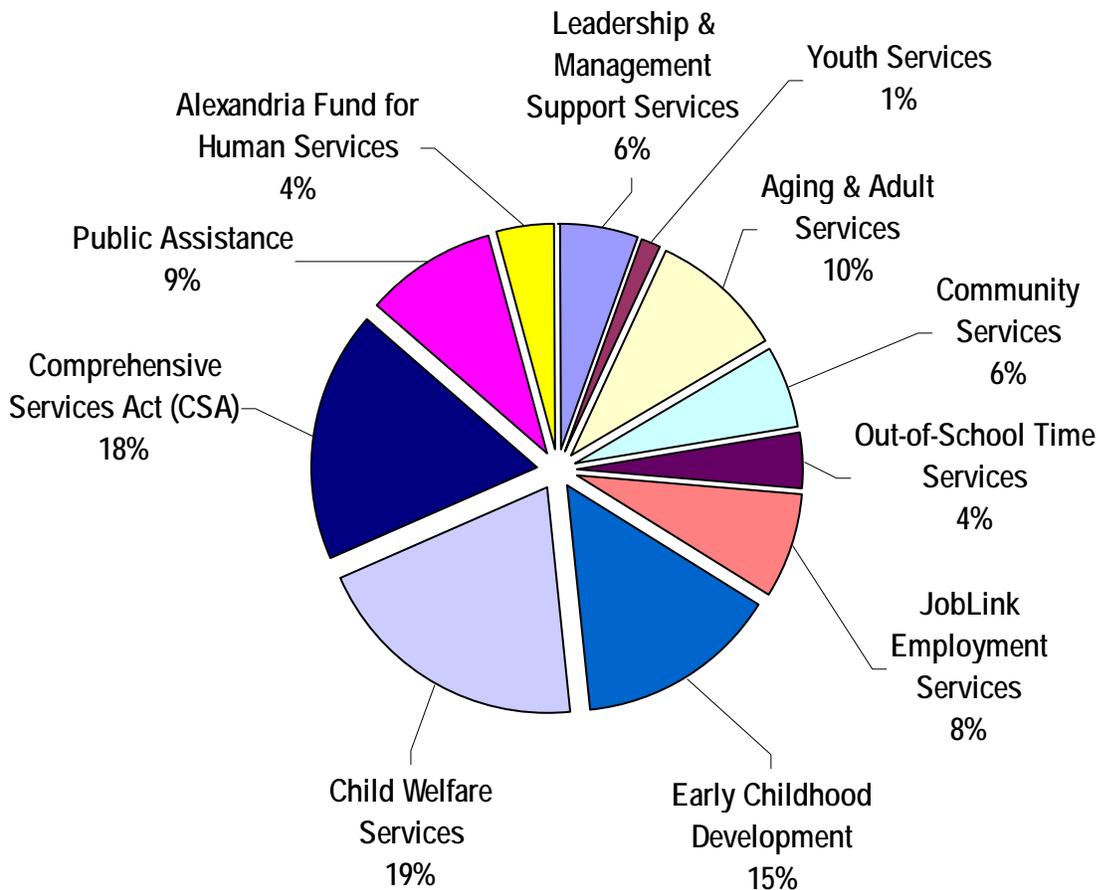
DHS Programs and Activities	Dept Info	
<p><b>Leadership &amp; Management Support Services</b> Leadership/IT &amp; General Management Multicultural Services</p> <p><b>Youth Services</b> Youth Services</p> <p><b>Aging &amp; Adult Services</b> Adult Protective Services Companion Services Community-Based Long Term Care Residential Long Term Care Placement &amp; Assistance</p> <p><b>Community Services</b> Homeless Prevention Homeless Shelter Emergency Services Rent Relief Ex-offender Re-entry</p> <p><b>Out-of-School Time Services</b> Out-of-School Time</p> <p><b>JobLink Employment Services</b> Virginia Initiative for Employment not Welfare Youth Employment Adult Employment</p> <p><b>Alexandria Fund for Human Services</b> Children's Fund Youth Fund Community Partnership Fund</p>	<p><b>Early Childhood Development</b> Child Care Assistance Regulatory Services Early Intervention Services Head Start Virginia Preschool Initiative Resource Development</p> <p><b>Child Welfare Services</b> Child Protective and Family Services Foster Care Case Management Adoptions CATCH</p> <p><b>Comprehensive Services</b> CSA Coordination &amp; Financial Management Foster Care Services Special Education Tuition Assistance Other Services</p> <p><b>Public Assistance</b> Medicaid SLH Food Stamps TANF Refugee Assistance General Relief Auxiliary Grants</p>	<p><b>Department Contact Info</b> 703.838.0701 <a href="http://alexandriava.gov/human%20services/">http://alexandriava.gov/human services/</a></p> <p><b>Department Head</b> <b>Debra Collins</b>, Assistant City Manager 703.838.0701 <a href="mailto:debra.collins@alexandriava.gov">debra.collins@alexandriava.gov</a></p> <p><b>Leticia Lecomba</b>, 703.838.0701 Deputy Director</p> <p><b>Suzanne Chis</b>, 703.838.0701 Division Director, Family Services</p> <p><b>Laura Morrison</b>, 703.838.0704 Division Director, Finance and Operations</p> <p><b>Dennis McKinney</b>, 703.836.4316 Division Director, JobLink</p>

# Department of Human Services

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of Human Services clients served (unduplicated)	N/A	TBD	TBD
# of meals served	77,862	80,800	82,800
# of adult clients served through Adult Employment	3,631	3,230	3,230
Of children in foster care < 12 months, % that have had no more than 2 placements	84%	80%	78%
# of ESL participants served	400	405	410
% of grant-funded programs meeting program goals and objectives	85%	85%	95%

## FY 2009 Proposed Expenditures by Program



# Department of Human Services

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed	% Change 2008-2009
Personnel	\$18,654,320	\$19,660,681	\$20,246,333	3.0%
Non-Personnel	34,771,051	34,624,529	35,451,968	2.4%
Capital Goods Outlay	75,506	161,000	218,000	35.4%
<b>Total Expenditures</b>	<b><u>\$53,500,877</u></b>	<b><u>\$54,446,210</u></b>	<b><u>\$55,916,301</u></b>	<b>2.7%</b>
<b>Less Revenues</b>				
Internal Services	\$0	\$161,000	\$218,000	35.4%
Special Revenue Funds	26,268,859	\$26,007,438	27,849,510	7.1%
<b>Total Designated Funding Sources</b>	<b><u>\$26,268,859</u></b>	<b><u>\$26,168,438</u></b>	<b><u>\$28,067,510</u></b>	<b>7.3%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$27,232,018</u></b>	<b><u>\$28,277,772</u></b>	<b><u>\$27,848,791</u></b>	<b>-1.5%</b>
<b>Total Department FTE's</b>	<b><u>243.7</u></b>	<b><u>242.7</u></b>	<b><u>241.4</u></b>	<b>-0.5%</b>

\* The FY 2008 Budget was amended to reflect City Council action in June 2008, as well as pending action by the Department to draw down additional Contingent Reserves money. \$800,000 was added to non-personnel to provide funding to clear the waiting list for child care. Funding for a Social Worker (\$77,000) was added to manage the caseload.

# Department of Human Services

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership, IT & Management Support Services	\$3,077,810	\$2,549,507	\$3,103,660	21.7%
Youth Services	810,468	543,204	719,796	32.5%
Aging & Adult Services	4,779,385	5,258,837	5,440,869	3.5%
Community Services	3,085,634	3,331,150	3,369,193	1.1%
Out-of-School Time Services	2,070,465	2,221,087	2,087,534	-6.0%
JobLink Employment Services	3,744,996	3,979,635	4,213,918	5.9%
Early Childhood Development	8,250,759	9,054,637	8,158,390	-9.9%
Child Welfare Services	10,708,687	10,767,517	11,101,568	3.1%
Comprehensive Services Act (CSA)	10,100,402	9,093,976	10,174,778	11.9%
Public Assistance	4,619,247	5,321,778	5,221,715	-1.9%
Alexandria Fund for Human Services	2,253,041	2,324,880	2,324,880	0.0%
<b>Total Expenditures</b>	<b>\$53,500,895</b>	<b>\$54,446,209</b>	<b>\$55,916,300</b>	<b>2.7%</b>

The significant increase in Leadership and Management Support Services in FY 2009 is the result of a \$200K increase for vehicle replacement compared to the FY 2008 schedule replacements and reallocation of staff from the Child Welfare Services Program. The increase in the Youth Services Division also result from reallocation of staff from Child Welfare Services. Expenditures for CSA-mandated clients are expected to increase in FY 2009. Other changes in Program funding are described in the "Summary of Budget Changes" at the end of the section. All other changes to program expenditures are the result of reallocation of staffing to meet client need described on the first page.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership, IT & Management Support Services	25.0	26.0	27.0	3.8%
Youth Services	4.0	4.0	5.0	25.0%
Aging & Adult Services	27.0	28.0	28.0	0.0%
Community Services	13.1	13.0	13.0	0.0%
Out-of-School Time Services	1.0	1.0	1.0	0.0%
JobLink Employment Services	33.1	33.1	34.1	3.0%
Early Childhood Development *	19.5	18.5	17.5	-5.4%
Child Welfare Services	59.7	57.7	55.5	-3.9%
Comprehensive Services Act (CSA)	3.0	3.0	3.0	0.0%
Public Assistance	58.3	58.3	57.3	-1.7%
Alexandria Fund for Human Services	0.0	0.0	0.0	N/A
<b>Total full time employees</b>	<b>243.7</b>	<b>242.7</b>	<b>241.4</b>	<b>-0.5%</b>

\* The reduction in positions between FY 2007 and FY 2008 reflects the loss of federal Childcare Admin pass-thru revenues. One FTE is not funded in FY 2008. Additionally, a Social Worker position currently filled by a retiring employee will be eliminated. These decreases are offset by the addition of a Social Worker position to work with the Alexandria Redevelopment Housing Authority at the Ladrey senior housing facility. In FY 2009, one of the positions previously funded by Childcare Admin pass-thru revenues and funded by City Council with City monies in June 2007, is not funded in FY 2009. In addition, a full time psychologist position is reduced to 0.75 FTE to reflect the actual hours worked. All other changes to FTEs reflect reallocations of employees to reflect client need and available funding. The position counts reflected here differ from the Personnel Summary section of the budget.

# Department of Human Services

## Leadership & Management Support Services

The Goal of Leadership and Management Support Services is to provide quality customer service to the community by utilizing administrative, technical and management expertise to help promote and achieve excellence in Human Services.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	5.8%	4.7%	11.2%
Total Expenditures	\$3,077,810	\$2,549,507	\$3,103,660
Less Revenues	\$521,582	\$683,013	\$740,013
Net General Fund Expenditures	\$2,556,228	\$1,866,494	\$2,363,647
Program Outcomes			
% of clients rating service as good or excellent	N/A	TBD	TBD
% of departmental activities achieving effectiveness objectives	N/A	TBD	TBD

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide overall administration and guidance and financial management, information technology support, human resources and operational oversight to the Department to support the City's Human Services system, and increase the community's awareness of Human Services programs.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$2,807,901	\$2,315,591	\$2,863,434
FTE's	23.0	24.0	25.0
# of Human Services clients served (unduplicated)	N/A	TBD	TBD
# of activities managed	41	41	41
\$ managed	\$53,500,895	\$54,446,210	\$55,916,300
% of clients rating service as good to excellent	N/A	TBD	TBD

MULTICULTURAL SERVICES – The goal of Multicultural Services is to ensure Alexandria's culturally diverse residents have access to all City services and resources, encourage participation in the life of the City and its government and enhance the City's delivery of culturally competent services.			
Expenditures/1	\$269,909	\$233,916	\$240,226
FTE's	2.0	2.0	2.0
# of ESL participants served	415	410	410
# of language line calls - City wide	2,276	2,725	2,725

# Department of Human Services

## Youth Services

The goal of Youth Services is to coordinate and collaborate with City and community youth-service professionals, parents, residents and community groups to promote positive development among Alexandria's youth

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	1.5%	1.0%	1.3%
Total Expenditures	\$810,468	\$543,204	\$719,796
Less Revenues	\$117,617	\$145,772	\$150,773
Net General Fund Expenditures	\$692,851	\$397,432	\$569,023
Program Outcomes			
# of youth policy initiatives initiated and/or supported by the Commission and other youth organizations	7	8	8

### Activity Data

YOUTH SERVICES – The goal of Youth Services is to improve the services to youth and families by coordinating and collaborating with youth serving agencies and providing workshops, college trips and group and individual counseling to low-income, first generation college-eligible students to prepare and motivate them to pursue a college education through programs like Project Discovery.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$810,468	\$543,204	\$719,796
FTE's	4.0	4.0	5.0
# of Project Discovery students served	133	135	135
% of Project Discovery students who are accepted in post-secondary educational programs	92%	92%	92%
% of youth service providers indicating increased knowledge of, and participating in, collaborative or interagency initiatives and services/programs	88%	90%	90%

# Department of Human Services

## Aging and Adult Services

The goal of Aging and Adult Services is to provide resources and services to seniors and adults with disabilities in order to help them maintain their highest level of independence and remain safely in the community.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	8.9%	9.7%	9.7%
Total Expenditures	\$4,779,385	\$5,258,837	\$5,440,869
Less Revenues	\$1,233,156	\$1,302,700	\$1,341,879
Net General Fund Expenditures	\$3,546,229	\$3,956,137	\$4,098,990
<b>Program Outcomes</b>			
% of residents age 60 or older responding that City services meet their expectations most of the time	N/A	TBD	TBD

### Activity Data

ADULT PROTECTIVE SERVICES – The goal of Adult Protective Services is to investigate reports and then provide services and resources necessary to protect seniors and adults with disabilities from abuse, neglect and/or exploitation pursuant to the Code of Virginia.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$579,120	\$582,961	\$617,839
FTE's	5.3	5.3	5.5
# of reports investigated	212	250	250
Monthly average # of cases managed	228	246	246
Cost per case	\$2,540	\$2,370	\$2,512
% of investigations initiated within 24 hours of report	86%	98%	100%
% of cases without further incidence of abuse, exploitation, or neglect within 12 months	93%	96%	96%

COMPANION SERVICES – The goal of Companion Services is to provide assessment for the provision of non-medical in home services, such as light housekeeping, personal care, etc. in order for seniors and adults with disabilities to remain safely in their homes.			
Total Expenditures	\$1,995,263	\$2,170,108	\$2,164,634
\$ of Direct Service for Companion Aide salaries	\$1,296,149	\$1,436,639	\$1,386,639
FTE's	5.7	6.7	6.9
Monthly average # of cases managed	277	285	285
Cost per case	\$7,203	\$7,614	\$7,595
% of clients stay safely in home	100%	100%	100%

COMMUNITY-BASED LONG TERM CARE – The goal of Community Based Long Term Care Services is to provide resources and services to seniors aged 60 and over in order for them to maintain their highest level of independence and remain safely in the community.			
Expenditures	\$1,274,184	\$1,437,207	\$1,485,190
FTE's	10.6	10.6	10.2
# of meals served	64,192	64,200	64,200
# of adult day care hours provided	24,601	24,000	24,000
% of home meals delivered on schedule	100%	98%	98%
% of day care capacity utilized	88%	93%	93%

# Department of Human Services

## Agency and Adult Services, continued

### Activity Data

TRANSPORTATION – The goal of Transportation Services is to provide accessible transportation for seniors age 60 and over to senior centers, services and shopping that help them maintain their independence.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$530,371	\$586,649	\$598,704
FTE's	4.7	4.7	4.7
# of one-way bus trips provided by Agency and Aging staff	3,272	3,000	3,000
# of one-way senior taxi trips	13,226	13,400	13,400
Cost per one-way senior taxi trip	\$16.75	\$16.75	\$16.75

RESIDENTIAL LONG-TERM CARE PLACEMENT & ASSISTANCE – The goal of Residential Long Term Care Placement and Assistance is to provide assessment and placement of indigent seniors and disabled adults in a City governed facility for nursing home and assisted living services. /1			
Expenditures	\$400,447	\$481,912	\$574,502
\$ of Direct Services (Birmingham Green facility)	\$369,672	\$398,234	\$497,860
FTE's	0.7	0.7	0.7
# of screenings for residential and community-based care	105	150	150
# of beds budgeted	30	30	32
\$ per screening	\$293	\$558	\$511
Total Annual Cost per budgeted bed	\$12,322	\$13,274	\$15,558

/1 It should be noted that there is \$273K in Elderly Rent Relief budgeted in the Homeless Prevention Activity and \$137,500 in Auxiliary Grants for indigent assisted living care.

# Department of Human Services

## Community Services

The goal of Community Services is to provide financial assistance, counseling and support services that allow households and individuals to re-establish or maintain self-sufficiency and affordable housing

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	5.8%	6.1%	6.0%
Total Expenditures	\$3,085,634	\$3,331,150	\$3,369,193
Less Revenues	\$1,140,602	\$1,058,414	\$1,064,067
Net General Fund Expenditures	\$1,945,032	\$2,272,736	\$2,305,126
<b>Program Outcomes</b>			
% of effectiveness goals met by Community Services program	TBD	TBD	TBD

### Activity Data

HOMELESS PREVENTION – The goal of Homeless Prevention is to provide time limited financial assistance, housing counseling and support services so homeless households and households experiencing a financial crisis beyond their control can establish and/or maintain homes.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$403,131	\$433,145	\$424,826
FTE's	2.9	2.9	2.9
# of clients served	275	167	167
# of households served	135	82	82
\$ of assistance provided	\$334,886	\$425,000	\$425,000
Cost per household served	\$2,986	\$5,282	\$5,181
# of evictions avoided	135	82	82
% of households who are still in their homes 6 months later	83%	80%	80%

HOMELESS SHELTER – The goal of the Alexandria Community Shelter is to ensure The Salvation Army provides safe and secure emergency shelter and supportive services to homeless individuals and families.			
Expenditures	\$1,343,170	\$1,411,991	\$1,464,092
\$ for Contract with Alexandria Community Shelter	\$670,157	\$666,269	\$666,269
FTE's	1.6	1.6	1.6
# of households served	238	240	240
# of clients served	306	306	306
# of shelter bed nights of care	14,874	14,800	14,800
Cost per shelter bed night	\$90.30	\$95.40	\$98.93
% of households developing a self-sufficiency assessment within 72 hours of entering the shelter	90%	95%	95%

EMERGENCY SERVICES – The goal of Emergency Services is to provide crisis assistance for rent, utility payments, transportation, medical needs, burial and other critical needs in order to meet the emergency needs of low-income households.			
Expenditures	\$962,789	\$1,093,170	\$1,083,044
FTE's	7.3	7.3	7.3
# of clients served	3,642	3,500	3,500
\$ of assistance provided	\$276,376	280,000	280,000
\$ value of community donations disseminated	\$181,194	\$185,000	\$185,000
Cost per client served	\$264	\$312	\$309

# Department of Human Services

## Community Services, continued

### Activity Data

RENT RELIEF – The goal of Rent Relief is to provide monthly rent subsidy to low-income elderly or disabled adult renters in market rate units to support stability and affordability.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$272,677	\$287,725	\$286,298
FTE's	0.1	0.1	0.1
# of clients served	81	80	80
Total Cost per client served	\$3,366	\$3,597	\$3,579
% of households with rent burdens reduced to 50% of gross income	14%	12%	12%

EX-OFFENDER RE-ENTRY – The goal of Ex-Offender Re-Entry is to provide counseling and supportive services that promote self-support and permanency for ex-felons transitioning from prison to the community.			
Expenditures	\$103,867	\$105,119	\$110,933
FTE's	1.2	1.2	1.2
# of post-release clients served	94	100	100
Cost per client served	\$1,105	\$1,051	\$1,109
% of clients not returning to prison on new felony charges within one year of enrollment	86%	85%	85%

## Out of School Time Services

The goal of Out-of-School Time Services is to support, promote and provide quality before and after school programs for children of the City's working families so that they are engaged in structured and supervised activities during non-school hours

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	3.9%	4.1%	3.7%
Total Expenditures	\$2,070,465	\$2,221,087	\$2,087,534
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,070,465	\$2,221,087	\$2,087,534
Program Outcomes			
% of parents rating vendor-provided out-of-school time programs good or excellent	90%	95%	95%

### Activity Data

OUT OF SCHOOL TIME SERVICES – The goal of Out-of-School Time Services is to support, promote and provide quality before and after school programs for children of the City's working families so that they are engaged in structured and supervised activities during non-school hours	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$2,070,465	\$2,221,087	\$2,087,534
\$ of direct payments for service	\$1,951,408	\$2,040,000	\$1,950,000
FTE's	1.0	1.0	1.0
# of students enrolled	764	840	840
# of monitoring visits conducted	12	24	24
Cost per student per day of service	\$13	\$11	\$11

# Department of Human Services

## JobLink Employment Services

The goal of the JobLink Employment Services Program is to bring together job seekers who desire permanent employment and businesses that need reliable employees in order to increase self-sufficiency and promote economic development

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	7.0%	7.3%	7.5%
Total Expenditures	\$3,744,996	\$3,979,635	\$4,213,918
Less Revenues	\$1,409,251	\$1,560,566	\$1,712,480
Net General Fund Expenditures	\$2,335,745	\$2,419,069	\$2,501,438
Program Outcomes			
% of clients rating service as good or excellent	98%	81%	81%

### Activity Data

VIRGINIA INITIATIVE FOR EMPLOYMENT NOT WELFARE – The goal of VIEW is to provide employment services to Temporary Aid to Needy Families recipients who are required by TANF policy or volunteer to be in the VIEW program.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,237,426	\$1,317,485	\$1,365,007
FTE's	12.3	12.3	13.1
# of VIEW clients served	354	354	354
Cost per client served	\$3,496	\$3,722	\$3,856
% of clients placed in work activity	88%	70%	70%

YOUTH EMPLOYMENT – The goal of Youth Employment is to provide employment services to low-income clients, ages 14 to 21, to increase employability and self-sufficiency.			
Expenditures	\$619,338	\$657,829	\$685,885
FTE's	5.0	5.0	5.0
# of all youth served	488	673	673
Cost per youth served	\$1,269	\$977	\$1,019
Hourly average wage per placement	\$5.69	\$6.30	\$6.30

ADULT EMPLOYMENT – The goal of Adult Employment is to provide employment services to adults to increase self-sufficiency. Clients served include those affected by layoffs, those who are low income and unemployed or underemployed, those who have disabilities, those who were previously incarcerated, as well as refugees, food stamp recipients, and other City residents not eligible for special programs.			
Expenditures	\$1,888,232	\$2,004,321	\$2,163,026
FTE's	15.8	15.8	16.0
# of adult clients served	2,923	3,230	3,230
Cost per adult client served	\$646	\$621	\$670
Average hourly wage per placement	\$14.64	\$12.42	\$12.42

# Department of Human Services

## Office of Early Childhood Development (OECD)

The goal of the Office of Early Childhood Development (OECD) is to develop and maintain high quality early childhood education resources for all children, but especially children in low-income families, to ensure safety and quality programs that promote school readiness

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	15.4%	16.6%	14.6%
Total Expenditures	\$8,250,759	\$9,054,637	\$8,158,390
Less Revenues	\$6,429,941	\$6,166,041	\$6,350,644
Net General Fund Expenditures	\$1,820,818	\$2,888,596	\$1,807,746
Program Outcomes			
% of children attending accredited child care centers	62%	65%	65%

### Activity Data

CHILD CARE ASSISTANCE – The goal of Child Care Assistance is to provide financial assistance with child care services to income eligible families to allow parents to work or to attend a school or education program leading to employment.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$5,185,198	\$6,099,874	\$5,133,383
FTE's	10.8	9.8	9.3
# of families that received child care services	554	472	468
# of children that received child care services	792	681	701
# of teen parents served	8	10	10
Cost per child served	\$6,547	\$8,957	\$7,323

REGULATORY SERVICES – The goal of Regulatory Services is to determine initial and on-going compliance of family child care providers with City ordinances and DHS and State regulations to ensure the provision of a safe, high quality child care experience.			
Expenditures	\$306,403	\$341,049	\$350,002
FTE's	3.9	3.9	3.7
# of corrective action plans	10	TBD	TBD
# of providers regulated	N/A	246	253
Cost per provider regulated	N/A	\$1,386	\$1,383

EARLY INTERVENTION SERVICES – The goal of Early Intervention Services is to provide assessment, support and referral for children with developmental delays to identify services within the community that are best suited to their unique, educational needs.			
Expenditures	\$14,591	\$16,240	\$16,667
FTE's	0.2	0.2	0.2
# of children assessed for developmental delays	70	70	70
# of families that received supportive services	40	40	40
Cost per child served	\$208	\$232	\$238
% of assessments completed within 2 weeks	100%	100%	100%

# Department of Human Services

## Office of Early Childhood Development (OECD), continued

### Activity Data

<b>HEAD START – The goal of Head Start is to provide quality preschool experience and comprehensive services to low-income families to help children develop the skills necessary for school readiness through a contractual relationship with a local non-profit.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$2,145,757	\$1,963,611	\$2,015,521
FTE's	0.7	0.7	0.7
# of children served	252	268	268
Cost per child served	\$8,515	\$7,327	\$7,521
% of children with an increase of COR scores of at least 0.9 between the beginning and the end of the school year	81%	85%	85%
<b>VA PRESCHOOL INITIATIVE – Develop and manage a collaboration of early childhood programs that provide high quality early care and education to previously unserved at-risk four-year-olds to prepare them for school.</b>			
Expenditures	\$257,492	\$257,161	\$258,440
FTE's	0.6	0.6	0.5
# of children served	189	193	193
Cost per child served	\$1,362	\$1,332	\$1,339
% of children who increased their literacy levels using a standardized assessment tool (Pre-K PALS)	N/A	TBD	TBD
<b>RESOURCE DEVELOPMENT – The goal of Resource Development is to provide training, education, mentoring and support for family child care providers and child care center staff to develop and maintain high quality early child and education services.</b>			
Expenditures	\$341,318	\$376,702	\$384,377
FTE's	3.3	3.3	3.2
# of workshops for providers	52	61	61
# completing Vocational ESL class	26	30	30
# of teachers completing CDA training	N/A	TBD	TBD

# Department of Human Services

## Child Welfare Services

The goal of Child Welfare Services is to ensure the safety and well-being of children at risk of neglect or abuse and foster a permanent connection to family.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	20.0%	19.8%	19.9%
Total Expenditures	\$10,708,687	\$10,767,517	\$11,101,568
Less Revenues	\$8,078,669	\$7,854,222	\$8,386,215
Net General Fund Expenditures	\$2,630,018	\$2,913,295	\$2,715,353
<b>Program Outcomes</b>			

### Activity Data

CHILD PROTECTIVE SERVICES – The goal of Child Protective Services is to investigate allegations of child abuse/neglect and to identify service needs to reduce risk and secure safety for children and to provide services to at-risk families to prevent/reduce child abuse/neglect and promote safety.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$2,674,118	\$2,778,267	\$2,798,201
FTE's	22.1	21.3	20.9
Monthly average # of families receiving prevention and child protection services	223	234	234
Cost per family served	\$11,992	\$11,873	\$11,958
% of children without re-occurrence of maltreatment	100%	100%	100%

FOSTER CARE & CASE MANAGEMENT – The goal of Foster Care and Case Management is to provide care and treatment to ensure the well being of children in foster care while working toward permanency within 12 months.			
Total Expenditures	\$5,804,872	\$6,124,052	\$5,943,809
\$ of non CSA foster care payments	\$2,667,497	\$3,029,610	\$3,029,610
FTE's	28.7	27.7	26.4
Monthly average # of children served in foster care	211	222	222
Service delivery cost per child	\$14,869	\$13,939	\$13,127
# of approved foster homes	81	91	91
% of children in foster care that have no more than 2 placements in less than 12 months	84%	87%	87%
% of children re-entering foster care	5.1%	7%	7%

Additional foster care and treatment services occur in the Foster Care Activity within the CSA Program.

ADOPTION SERVICES – The goal of Adoption Services is to secure permanent families for children in Department of Social Services custody.			
Total Expenditures	\$2,152,158	\$1,683,904	\$2,186,702
Total \$ of adoption subsidies	\$1,622,254	\$1,085,000	\$1,085,000
FTE's	6.3	6.1	5.7
Monthly average # of subsidies	147	177	177
Service delivery cost per child	\$3,605	\$3,384	\$6,224
% of children exiting to adoption whose adoption is completed within 24 months	29%	32%	32%

# Department of Human Services

## Child Welfare Services, continued

### Activity Data

CHILD ASSESSMENT & TREATMENT CENTER (CATCH) – The goal of CATCH is to provide a comprehensive continuum of medical care for foster care children, ages 0 to 21.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$77,539	\$181,294	\$172,855
FTE's	2.7	2.7	2.5
# of children screened for medical issues	104	176	176
Cost per child served	\$746	\$1,030	\$982
% of children referred for comprehensive screening	100%	100%	100%

## Comprehensive Services Act

The goal of the Comprehensive Services Act is to provide funding for services to at risk children and to ensure that State and local agencies, parents and private service providers work together to plan and provide services

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed*
% of Total Budget	18.9%	16.7%	18.2%
Total Expenditures	\$10,100,402	\$9,093,976	\$10,174,778
Less Revenues	\$4,135,065	\$3,762,171	\$4,691,890
Net General Fund Expenditures	\$5,965,337	\$5,331,805	\$5,482,888
<b>Program Outcomes</b>			
% of placements found appropriate at utilization review	100%	100%	100%
% of children receiving comprehensive assessments	100%	100%	100%

\* An additional \$230K is proposed as a designation of fund balance as a contingency should additional funding be needed for this program.

### Activity Data

CSA COORDINATION & FINANCIAL MANAGEMENT – The goal of CSA Coordination and Financial Management is to provide overall coordination and financial control for Comprehensive Services Act purchase of services.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$222,288	\$240,643	\$250,543
FTE's	3.0	3.0	3.0
\$ of funds administered	\$10,174,644	\$8,871,825	\$8,871,825
Cost per \$100,000 administered	\$2,185	\$2,712	\$2,824
% decrease in funding of high-end residential services	N/A	2.50%	2.50%

FOSTER CARE SERVICES – The goal of Foster Care Services is to purchase comprehensive services based on level of need in the least restrictive environment, to prevent/reduce child abuse/neglect and promote safety for at-risk families and to ensure the well-being of children in foster care.			
Expenditures	\$7,112,242	\$6,374,400	\$7,145,449
FTE's	0.0	0.0	0.0
# of children served	417	485	485
\$ of services purchased for children in foster care	\$6,529,750	\$5,886,911	\$5,886,911
\$ of services purchased for foster care prevention	\$568,955	\$436,598	\$436,598
Cost per child served	\$17,056	\$13,143	\$14,733
% of children receiving comprehensive assessments	100%	100%	100%

# Department of Human Services

## Comprehensive Services Act, continued

### Activity Data

SPECIAL EDUCATION TUITION ASSISTANCE – The goal of Special Education Tuition Assistance is to purchase comprehensive services that are consistent with the Individual Educational Plan to ensure a quality education for children with Special Education needs.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$2,667,091	\$2,390,400	\$2,679,543
FTE's	0.0	0.0	0.0
# of children served	78	80	80
\$ of services purchased	\$2,990,471	\$2,473,316	\$2,473,316
Cost per child served	\$34,193	\$29,880	\$33,494
% of children whose Individual Educational Plan is consistent with their placement	100%	100%	100%

OTHER SERVICES – The goal of Other Services is to purchase non-mandated, comprehensive services, based on level of need, in the least restrictive environment, for at risk youth and families.			
Expenditures	\$98,781	\$88,533	\$99,242
FTE's	0.0	0.0	0.0
# of children served	16	20	20
\$ of services purchased	\$85,468	\$75,000	\$75,000
Cost per child served	\$6,174	\$4,427	\$4,962
% of children receiving comprehensive assessments	100%	100%	100%

# Department of Human Services

## Public Assistance

The goal of Public Assistance is to provide financial and medical assistance to eligible residents to promote self-sufficiency and improve their standard of living.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	8.6%	9.8%	9.3%
Total Expenditures	\$4,619,247	\$5,321,778	\$5,221,715
Less Revenues	\$3,188,908	\$3,635,028	\$3,629,549
Net General Fund Expenditures	\$1,430,339	\$1,686,750	\$1,592,166
Program Outcomes			
% of clients receiving benefits in a timely manner	92%	97%	97%

### Activity Data

Medicaid - The goal of Medicaid is to provide payment for some medical expenses for eligible citizens to improve their health and well-being.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$1,647,173	\$1,830,447	\$1,842,926
\$ of Direct Benefit	\$49,870,117	\$50,000,000	\$50,000,000
FTE's	23.9	23.9	23.5
Average monthly # of cases	4,670	4,670	6,400
% of applications processed within 45 days	96%	97%	97%
% of Medicaid reviews processed timely	96%	96%	96%

SLH - The goal of State and Local Hospitalization is to provide payments for hospital care for citizens not eligible for Medicaid to decrease their medical liability.			
Total Expenditures	\$243,116	\$259,741	\$260,959
\$ of Direct Benefit	\$240,037	\$246,474	\$246,474
FTE's	2.3	2.3	2.3
# of clients served	54	30	30
% of applications processed within 45 days	96%	97%	97%

Food Stamps - The goal of Food Stamps is to provide electronic benefits to low-income households to increase food purchasing power and alleviate hunger and malnutrition.			
Total Expenditures	\$1,446,298	\$1,607,221	\$1,618,179
\$ of Direct Benefit	\$5,472,474	\$5,472,474	\$5,472,474
FTE's	21.0	21.0	20.6
Average monthly # of cases	1,675	1,675	1,675
Cost per case	\$863	\$960	\$966
% of applications processed within 45 days	99%	97%	97%
% of renewals processed within 30 days	97%	97%	97%

# Department of Human Services

## Public Assistance, continued

### Activity Data

TANF - The goal of TANF is to provide temporary cash assistance and employment-related services to enable families with children to become self-sufficient.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$474,404	\$657,360	\$661,013
\$ of Direct Benefit	\$1,586,551	\$1,586,551	\$1,586,551
FTE's	7.0	7.0	6.9
Average monthly # of cases	415	415	415
Cost per case	\$1,143	\$1,584	\$1,593
% of applications processed within 45 days	99%	97%	97%
% of renewals processed within 30 days	97%	97%	97%

REFUGEE ASSISTANCE - The goal of Refugee Assistance is to provide cash assistance to legal Refugees in the U.S. less than 8 months to assist them to achieve self-sufficiency and successful integration into their community.			
Expenditures	\$111,703	\$139,290	\$139,899
FTE's	1.2	1.2	1.1
Average monthly # of cases	19	19	19
Cost per case	\$5,879	\$7,331	\$7,363
% of applications processed within 45 days	100%	97%	97%
% of renewals processed within 30 days	100%	97%	97%

GENERAL RELIEF - The goal of General Relief is to provide financial assistance to individuals who are incapacitated for at least 12 months to assist in meeting their basic needs while awaiting the SSI decision.			
Expenditures	\$310,575	\$450,574	\$319,798
FTE's	2.3	2.3	2.3
Average monthly # of cases	117	117	117
Cost per client served	\$2,654	\$3,851	\$2,733
% of applications processed within 45 days	98%	97%	97%
% of renewals processed within 30 days	100%	97%	97%

AUXILIARY GRANTS - The goal of Auxiliary Grants is to provide financial assistance to residents in state-approved homes for adults to ensure maintenance of a standard of living to meet their basic needs.			
Expenditures	\$385,978	\$377,145	\$378,941
FTE's	0.6	0.6	0.6
Average monthly # of cases	55	55	55
% of applications processed within 45 days	100%	97%	97%
% of renewals processed within 30 days	100%	97%	97%

# Department of Human Services

## Alexandria Fund for Human Services

The goal of the Alexandria Fund for Human Services is to provide human service programs for young children, youth, seniors, immigrants and person's with disabilities, through a competitive grant award process to community-based organization, to meet human services priorities in the community

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total Budget	4.2%	4.3%	4.2%
Total Expenditures	\$2,253,041	\$2,324,880	\$2,324,880
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,253,041	\$2,324,880	\$2,324,880
<b>Program Outcomes</b>			
% of grant-funded programs meeting program goals and objectives	85%	90%	90%

### Activity Data

CHILDREN'S FUND – The goal of the Children's Fund is to provide increased access to high quality early childhood programs with comprehensive services to ensure safety and quality programs for at-risk children.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$708,686	\$1,037,317	\$1,037,317
FTE's	0.0	0.0	0.0
# of children served in classrooms with comprehensive services	TBD	461	461
# of children receiving intensive home-based early intervention services	TBD	240	240
Cost per child served	N/A	\$1,480	\$1,480
% of grant-funded programs meeting goals and objectives	N/A	90%	90%

YOUTH FUND – The goal of the Youth Fund is to promote and enhance youth development by mobilizing community organizations to take action to promote positive development among Youth.			
Expenditures	\$502,616	\$316,897	\$316,897
FTE's	0.0	0.0	0.0
# of grants awarded	TBD	19	19
# of youth served (direct services)	TBD	2,063	2,063
Cost per youth served	TBD	\$154	\$154
% of Youth Fund grant programs meeting program goals and objectives	TBD	90%	90%

COMMUNITY PARTNERSHIP FUND – The goal of the Community Partnership Fund is to provide human services to eligible Alexandrians to meet broad human service priorities in the community.			
Expenditures	\$1,041,739	\$970,666	\$970,666
FTE's	0.0	0.0	0.0
# of residents served through grant-funded programs	TBD	21,787	21,787
# of grants awarded	TBD	25	25
Cost per resident served	TBD	\$44.55	\$44.55
% of grant-funded programs meeting program goals and objectives	TBD	90%	90%

# Department of Human Services

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>Various</b>	<i>Increased Lease Costs</i>	<b>\$113,759</b>
<p>Increased lease costs were not budgeted in FY 2008 for 2525 Mt Vernon Avenue. The contract for this facility calls for a 3.7% increase, including the lease and the charge for real estate taxes. FY 07 actuals were increased by 7.4% to derive the FY 2009 estimate for lease costs. In addition, the Center for Alexandria's Children lease costs were increased as a technical correction. The lease for JobLink is also increasing by nearly \$10,000.</p>		
<b>Various</b>	<i>Contracts</i>	<b>\$189,454</b>
<p>An adjustment is necessary to cover the basic increases for inflation in contracts held by DHS. The most significant of these is with Birmingham Green for elderly residential care, which is increasing by approximately \$132,166. The reason the contract is increasing is due to increased operating costs in opening the new assisted living facility. The old facility was built in 1927 and required structural improvements in order to meet code requirements. A very competitive HUD grant was awarded which paid for most of the capital costs. The other significant increase is with the Salvation Army (\$37,849), who operate the Alexandria Community Shelter. Increases in the contracts with the Northern Virginia Urban League (\$8,333); Fairfax County (\$878) who operates a Local Long-Term Care Ombudsman Program; ARHA (\$2232) who provides staff at the Charles Houston Senior Center; the Hispanic Committee (\$1,740) who provides bilingual service; and the cleaning contract (\$6,256) for 2525 Mt. Vernon Avenue make up the remaining increase.</p>		
<b>Various</b>	<i>Designation in Fund Balance</i>	<b>\$530,000</b>
<p>The City Manager proposes the continuation of two designations in Fund Balance to support the Department of Human Services. \$530,000 has been set aside for possible shortfalls in federal or state grants for social service programs for potential additional City costs for social services grants (\$300,000) due to possible changes in "pass-through" funding for administrative costs as well as for the Commonwealth's Comprehensive Services Act (\$230,000).</p>		

# Department of Human Services

## Summary of Budget Changes

Expenditure Reduction Options		
Activity	Reduction Option	FY 2009 Proposed
<p><b>Early Childhood Development</b></p> <p>In FY 2008, City Council funded \$577,000 through Contingent Reserves to clear the waiting list for Child Care through the Fee System. The Department has been allocated \$577,000 thus far in FY 2008 and the FY 2009 budget was initially built on the assumption that the entire \$800,000 would be requested in FY 2008 and was included in their FY 2009 base budget. The funds are not included in the FY 2009 budget (in either DHS or Contingent Reserves) and the position is proposed to be eliminated through attrition.</p>	<p><i>Fee System Waiting List</i></p>	<p><b>\$891,629</b></p>
<p><b>Companion Services</b></p> <p>Based on actual expenditures for Companion Aide workers in FY 2007 and projected expenditures in FY 2008 through December 2007, the department is able to take a reduction in the budgeted amount with no impact on service levels.</p>	<p><i>Reduction in Purchased Services</i></p>	<p><b>\$50,000</b></p>
<p><b>General Relief</b></p> <p>Based on actual expenditures for senior dental care in FY 2007 and projected expenditures in FY 2008 through December 2007, the department is able to take a reduction in the budgeted amount with no impact on service levels. It should be noted that the total reduction in the budget is \$100,000, however the source of funding for client payments for dental care is 67.5% state funds and 37.5% City General Fund. \$37,500 reflects the savings to the General Fund.</p>	<p><i>Client Payments</i></p>	<p><b>\$37,500</b></p>
<p><b>Child Welfare - Family Services</b></p> <p>This reduction reflects the actual hours worked for a staff psychologist. The position has been budgeted at full-time, however the contract with the psychologist requires only 30 hours per week to meet the demand. The budget has been corrected to reflect this change in staffing from a 1.0 FTE to a 0.75 FTE for a savings of approximately \$20,000.</p>	<p><i>In-house Psychologist</i></p>	<p><b>\$20,000</b></p>
<p><b>Out of School Time Care</b></p> <p>The contract for the Cooperative Grant Agreement for the Campagna Kids Before and After School Program was recently renegotiated and a separate agreement was developed for the Summer Program. Projected participant numbers were used to develop the Summer Program contract and resulted in a savings of \$90,000 with no adverse impact on service levels.</p>	<p><i>Summer Program Contract</i></p>	<p><b>\$90,000</b></p>
<p><b>Community Services</b></p> <p>Based on actual expenditures for rent relief in FY 2007 and projected expenditures in FY 2008 through December 2007, the department is able to take a reduction in the budgeted amount for senior citizen rent relief with no impact on service levels.</p>	<p><i>Rent Relief Client Payments</i></p>	<p><b>\$2,823</b></p>
<p><b>Total General Fund Reductions</b></p>		<p><b>\$1,091,952</b></p>

# Department of Human Services

## Summary of Budget Changes, continued

### Changes Recommended in City Manager's Alternative Budget

<b>Activity</b>	<b>Option</b>		<b>FY 2009 Impact</b>
<b>Early Child Care</b>	<i>Fee System Waiting List</i>	<b>1.0</b>	<b>\$591,269</b>
Based on current demand, if additional resources are available the City Manager recommends continuing the Social Worker and the \$500,000 added to the DHS budget in FY 2008.			

# Mental Health/Mental Retardation/Substance Abuse

**Mission Statement:** The mission of the Department of Mental Health, Mental Retardation and Substance Abuse is to provide effective and cost-efficient mental health, mental retardation and substance abuse services that measurably improve the quality of life for Alexandria's neediest citizens.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$28,550,470	\$29,863,251	\$30,663,115
Less Revenues	\$12,739,516	\$12,218,199	\$12,732,858
Net Gen. Fund Expenditures	\$15,810,954	\$17,645,052	\$17,930,257
Authorized Positions (FTE's)	353.1	355.9	354.9

### Highlights

- In FY 2009, the proposed General Fund budget increases by \$287,045, or 1.6%.
- FY 2009 personnel costs increase by \$666,845, or 2.7%, primarily due to step increases for employees and changes in benefit rates, which are off-set by vacancy savings of 5.0%.
- Non-personnel costs increase by \$76,171, or 1.5%.
- Capital Outlay increases by \$58,688 due to the schedule for vehicle replacement in FY 2009.

- Costs for Safe Haven (\$550,000), which were not included in the FY 2008 budget, have been restored in FY 2009, but reflect a projected mid-year opening date for the residential program.
- Special Revenue increases \$455,971, or 3.8%, primarily due to increases in State revenues and revenue (\$286,980) associated with the mid-year opening of the Safe Haven.
- The budget reflects a reduction of one full-time position, due to the elimination of a vacant telephone operator position.
- Beginning in FY 2009, Special Revenues previously budgeted in Administration (approximately \$1.1 million) have been reallocated among programs and activities to classify revenues by disability area, as required by the State Performance Contract.

## MHMRSA Programs and Activities

### Leadership and General Management

Leadership and General Management  
Facilities Management  
Information Technology Mgt  
Quality Assurance & Program Eval.

### Child & Family Treatment

Youth & Family Outpatient Services  
Home-based Services

### Prevention & Early Intervention

SA Prevention for Youth  
Pre-School Services  
Early Intervention  
Parent-Infant Education

### Adult Mental Health Services

MH Treatment & Case Mgt.  
Medication Services  
Geriatric Outpatient  
Homeless Outreach & Case Mgt.  
Psychosocial Rehabilitation  
Mental Health Vocational  
Mental Health Residential

### Substance Abuse Services

Outpatient SA Treatment  
Opioid Replacement  
Detox Services  
SA Residential Services  
SA Case Management

### MR Services for Adults

MR Residential Services  
MR Case Management Services  
MR Day Support Services  
MR Vocational Services

### Emergency & Crisis Response Services

Crisis Response & Assessment

### Jail Services

Substance Abuse Treatment Unit  
Mental Health Treatment Unit  
Assessment & Therapy Services

## Dept Info

### Department Contact Info

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### Department Staff

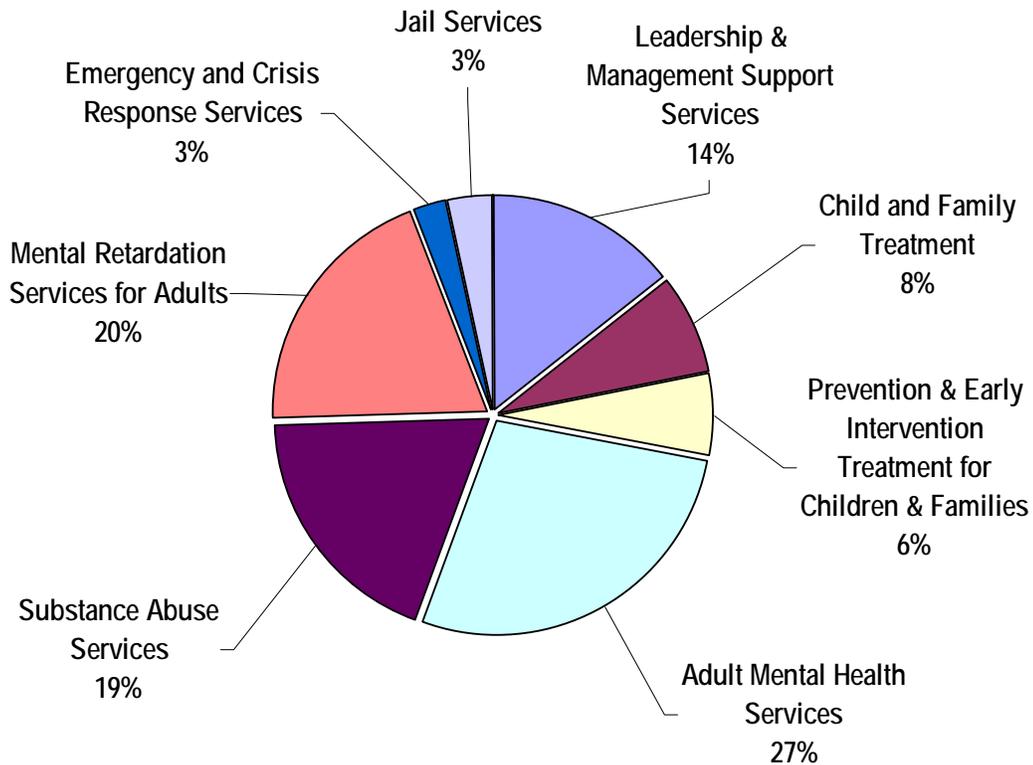
Jane Hassell, Associate Director  
Liz Wixson, Associate Director  
Deborah Warren, Associate Director  
Carol Layer, Associate Director

# Department of MH/MR/SA

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of preschool services participants who show an increase in social skills as measured by a standardized assessment tool	73%	60%	60%
% of consumers who self-report improvement in meeting vocational goals as determined on vocational services surveys	84%	75%	80%
% of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program	92%	95%	95%
# of Adult Mental Health bed days provided - Group Homes and Supervised Apartments	27,671	28,486	28,486

## FY 2009 Proposed Expenditures by Program



# Department of MH/MR/SA

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Amended*	FY 2009 Proposed	% Change 2008-2009
Personnel	\$23,208,841	\$24,732,957	\$25,399,802	2.7%
Non-Personnel	5,195,495	5,068,028	5,142,359	1.5%
Capital Goods Outlay	146,134	62,266	120,954	94.3%
<b>Total Expenditures</b>	<b><u>\$28,550,470</u></b>	<b><u>\$29,863,251</u></b>	<b><u>\$30,663,115</u></b>	<b>2.7%</b>
<b>Less Revenues</b>				
Internal Services	\$55,167	\$60,436	\$119,124	97.1%
Special Revenue Funds	12,684,349	12,157,763	12,613,734	3.8%
<b>Total Designated Funding Sources</b>	<b><u>\$12,739,516</u></b>	<b><u>\$12,218,199</u></b>	<b><u>\$12,732,858</u></b>	<b>4.2%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$15,810,954</u></b>	<b><u>\$17,645,052</u></b>	<b><u>\$17,930,257</u></b>	<b>1.6%</b>
<b>Total Department FTEs</b>	<b>353.1</b>	<b>355.9</b>	<b>354.9</b>	<b>-0.3%</b>

\* FY 2008 Amended budget reflects the approved FY 2008 Plan of Services, required by the State, and approved by City Council. This increased the All Funds budget by \$118,645 and 1.75 FTEs. These changes do not impact the General Fund budget, and new revenues are restricted to specific purposes. The FTE count also increased by 1.0 position previously funded by the Children's Fund, which was transferred into the MHMRSA budget beginning in FY 2008.

# Department of MH/MR/SA

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services*	\$4,126,335	\$4,315,802	\$4,422,756	2.5%
Child and Family Treatment	2,211,784	2,313,342	2,309,511	-0.2%
Prevention & Early Intervention Services for Children & Families	1,674,338	1,751,218	1,836,267	4.9%
Adult Mental Health Services	7,886,453	8,250,411	8,504,861	3.1%
Substance Abuse Services	5,230,016	5,470,161	5,758,373	5.3%
Mental Retardation Services for Adults	5,713,806	5,976,165	6,020,161	0.7%
Emergency and Crisis Response Services	759,795	794,682	774,267	-2.6%
Jail Services	\$947,943	\$991,470	1,036,919	4.6%
<b>Total Expenditures</b>	<b>\$28,550,470</b>	<b>\$29,863,251</b>	<b>\$30,663,115</b>	<b>2.7%</b>

\*The increase from FY 2007 to FY 2008 reflects the centralization of Facilities Management to the Leadership and Management Support Services Program from residential services activities within other Programs.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	43.1	43.1	42.1	-2.3%
Child and Family Treatment	25.5	25.8	25.8	0.0%
Prevention & Early Intervention Services for Children & Families	20.3	21.8	21.8	0.0%
Adult Mental Health Services	107.9	107.9	107.9	0.0%
Substance Abuse Services	60.5	60.5	60.5	0.0%
Mental Retardation Services for Adults	76.6	76.6	76.6	0.0%
Emergency and Crisis Response Services	8.2	8.2	8.2	0.0%
Jail Services	11.0	12.0	12.0	0.0%
<b>Total full time employees</b>	<b>353.1</b>	<b>355.9</b>	<b>354.9</b>	<b>-0.3%</b>

The increase from FY 2007 to FY 2008 is the result of General Funds being added to the MHMRSA budget for the Preschool Prevention Team position (1.0 FTE) that was previously funded by a Children's Fund grant from the Alexandria Fund for Human Services. In addition, changes based on the FY 2008 Performance Contract with the State, approved by City Council, added 1.75 FTEs. This addition did not impact the General Fund. The decrease in FY 2009 is due to the elimination of a vacant telephone operator position.

# Department of MH/MR/SA

## Leadership and Management Support Services

The goal of the Leadership and Management Support Services is to provide cost-efficient, effective services by the clinical divisions of the Department of Mental Health, Mental Retardation and Substance Abuse, and to ensure compliance with regulatory, licensing, accreditation and funding authorities.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	14.5%	14.5%	14.4%
Total Expenditures	\$4,126,334	\$4,315,801	\$4,422,757
Less Revenues *	\$1,403,600	\$1,346,163	\$176,530
Net General Fund Expenditures	\$2,722,734	\$2,969,638	\$4,246,227
Program Outcomes			
% of effectiveness measures achieved	92.0%	95.0%	95.0%

\*Beginning in FY 2009, special revenues previously budgeted in administration have been reallocated to specific disability areas, as required by the State.

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide support to the CSB and general management support for departmental activities including the maximization of revenue from all sources.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$1,752,487	\$1,832,955	\$1,813,681
FTE's	15.0	15.0	14.0
# of FTEs managed	353.1	355.9	354.9
\$ of expenditures managed	\$28,550,470	\$29,863,251	\$30,663,115
Leadership and General Management as a % of total expenditures	6.1%	6.1%	5.9%

FACILITIES MANAGEMENT – The goal of Facilities Management is to provide efficient and cost-effective maintenance, including a preventive maintenance program, to all residential and office facilities of the Department.			
Expenditures	\$552,714	\$578,093	\$597,933
FTE's	5.2	5.2	5.2
# of work orders	N/A	TBD	TBD
Cost per work order	N/A	TBD	TBD
% of emergency work orders completed within 24 hours	N/A	TBD	TBD

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to coordinate with City of Alexandria Information Technology Services (ITS) to support the Department's personal computer users, the medical records database (Anasazi) and all information system technology needs of the Community Services Board (CSB) and its employees.			
Expenditures	\$612,784	\$640,921	\$661,784
FTE's	6.1	6.1	6.1
Database availability	N/A	TBD	TBD
% of users responding to annual customer satisfaction survey rating MIS services as "helpful"	N/A	TBD	TBD

# Department of MH/MR/SA

## Leadership and Management Support Services, continued

Activity Data			
REIMBURSEMENT, QUALITY ASSURANCE & PROGRAM EVALUATION – The goal of Reimbursement and Quality Assurance & Program Evaluation is to collect, maintain and evaluate data required for regulatory authorities in order to improve the quality of consumer services, maximize revenue and maintain accreditation and licensing.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$1,208,349	\$1,263,832	\$1,349,359
FTE's	16.8	16.8	16.8
% of staff responding to annual internal customer satisfaction survey are satisfied or very satisfied with QA services	N/A	TBD	TBD
# of records sampled during regulatory visits meeting standards	N/A	TBD	TBD
% of records sampled during regulatory visits that meet standards	N/A	TBD	TBD

## Child and Family Treatment Program

The goal of the Child and Family Treatment Program is to provide effective treatment services for at-risk children and families to measurably improve their functioning.

	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
<b>Program Totals</b>			
% of Total All Funds Budget	7.8%	7.8%	7.5%
Total Expenditures	\$2,211,784	\$2,313,342	\$2,309,511
Less Revenues	\$1,700,710	\$1,640,073	\$1,669,527
Net General Fund Expenditures	\$511,074	\$673,269	\$639,984
<b>Program Outcomes</b>			
Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation	Yes	Yes	Yes

Activity Data			
YOUTH AND FAMILY OUTPATIENT SERVICES – The goal of Youth and Family Outpatient Services is to provide evaluation and treatment for families with children age 0-18 who have emotional disturbances and/or substance abuse problems.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$1,425,395	\$1,490,845	\$1,438,020
FTE's	15.7	15.9	15.9
# of consumers served	519	510	550
# of service hours provided	8,291	10,305	11,696
Cost per service hour	\$172	\$145	\$123
HOME BASED SERVICES – The goal of Home Based Services is to provide timely, intensive and community-based intervention for children age 0-18 and their families in order to prevent out-of-home placement.			
Expenditures	\$786,389	\$822,497	\$871,491
FTE's	9.9	9.9	9.9
# of service hours provided	7,025	6,800	7,717
# of consumers served	105	120	120
Cost per service hour	\$112	\$121	\$113
% of youth who remain in their homes	96%	90%	90%

# Department of MH/MR/SA

## Prevention & Early Intervention Services for Children and Families

The goal of Prevention Services for Children and Families is to reduce the incidence of mental illness, mental retardation and substance use by enhancing protective factors and reducing risk factors through effective prevention and early intervention programming.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	5.9%	5.9%	6.0%
Total Expenditures	\$1,674,337	\$1,751,218	\$1,836,266
Less Revenues	\$695,890	\$658,310	\$701,371
Net General Fund Expenditures	\$978,447	\$1,092,908	\$1,134,895
<b>Program Outcomes</b>			
CARF Accreditation	Yes	Yes	Yes

### Activity Data

<b>SUBSTANCE ABUSE PREVENTION FOR YOUTH – The goal of Substance Abuse Prevention for Youth is to support school age youth to achieve emotional wellness and avoid health risk behaviors through a variety of quality prevention programming.</b>	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$706,313	\$738,745	\$753,839
FTE's	9.0	9.5	9.5
# of service hours provided	9,509	8,272	8,586
Cost per service hour	\$74	\$89	\$88
% of participants who show a positive change in attitudes towards risk behaviors	94%	80%	80%
% of programming that is evidence-based	32%	40%	40%

<b>PRE-SCHOOL SERVICES – The goal of Pre-School Services is to provide on-site mental health assessment and early intervention for at-risk children age 3-6 and prevention services to reduce their aggressive behavior and increase their social skills.</b>			
Expenditures	\$283,939	\$296,977	\$243,531
FTE's	3.8	3.8	3.8
# of service hours provided	3,339	4,246	4,409
Cost per service hour	\$85	\$70	\$55
% of participants who show an increase in social skills as measured by a standardized assessment tool	73%	60%	60%
% of programming that is evidence-based	85%	85%	85%

<b>EARLY INTERVENTION – The goal of Early Intervention Services is to provide evaluation and short term treatment services to measurably improve functioning and prevent the need for more intensive treatment services for children, families and adults who recently exhibited at-risk behavior.</b>			
Expenditures	\$183,975	\$192,423	\$210,233
FTE's	2.2	2.2	2.2
# of service hours provided	2,469	2,648	2,757
# of consumers served	263	280	280
Cost per service hour	\$75	\$73	\$76
% of participants who show a positive change in attitudes towards risk behaviors	94%	80%	80%

# Department of MH/MR/SA

## Prevention & Early Intervention Services for Children and Families, continued

### Activity Data

PARENT-INFANT EDUCATION – The goal of Parent-Infant Education Services is to help children 0-3 with developmental disabilities reach their full developmental potential and to provide support to their parents.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$500,110	\$523,073	\$628,663
FTE's	6.3	6.3	6.3
# of service hours provided	7,416	5,788	6,540
# of consumers served	417	420	420
Cost per service hour	\$67	\$90	\$96
% of children who improve in at least one area of development	93%	80%	80%

### Adult Mental Health Services

The goal of Adult Mental Health Services is to provide accurate and effective assessment, treatment, rehabilitation, case management and support to adults with a mental health or co-occurring disorders (MH/SA).

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	27.6%	27.6%	27.7%
Total Expenditures	\$7,886,452	\$8,250,411	\$8,504,861
Less Revenues *	\$3,300,749	\$3,164,926	\$4,171,440
Net General Fund Expenditures	\$4,585,703	\$5,085,485	\$4,333,421
Program Outcomes			
CARF Accreditation **	Yes	Yes	Yes

\* Beginning in FY 2009, special revenues previously budgeted in administration have been reallocated to specific disability areas, as required by the State.

\*\* All components of the activities of Adult Mental Health have received CARF accreditation with the exception of residential services.

### Activity Data

ADULT MENTAL HEALTH TREATMENT & CASE MANAGEMENT – The goal of Adult Mental Health Treatment and Case Management is to provide individuals with a serious mental illness or co-occurring (MH/SA) disorders, assessment, planning, linkage and monitoring services in order to increase their ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$2,679,757	\$2,802,802	\$2,687,829
FTE's	31.6	32.6	32.6
# of consumers served	753	750	750
# of service hours provided	24,944	25,790	29,142
Cost per service hour	\$107	\$109	\$92

MEDICATION SERVICES – The goal of Medication Services is to provide psychiatric evaluation, medications and medication management, nursing services and health education for persons experiencing psychiatric symptoms.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$1,439,414	\$1,505,507	\$1,349,582
FTE's	9.9	9.9	9.9
# of consumers served	1,286	1,200	1,200
# of service hours provided	5,263	4,919	5,558
Cost per service hour	\$273	\$306	\$243

# Department of MH/MR/SA

## Adult Mental Health Services, continued

### Activity Data

GERIATRIC OUTPATIENT MENTAL HEALTH ASSESSMENT & TREATMENT – The goal of Geriatric Outpatient Mental Health Assessment and Treatment Services is to provide accurate and effective assessment and treatment to adults age 60+.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$342,992	\$358,741	\$373,319
FTE's	4.3	4.3	4.3
# of consumers served (new in FY 2007)	N/A	100	110
# of service hours provided	N/A	3,036	3,430
Cost per service hour	N/A	\$118	\$109
% of consumers who partially or fully meet treatment goals as assessed by clinician & consumer	N/A	75%	75%
<b>HOMELESS OUTREACH &amp; CASE MANAGEMENT – The goal of Homeless Outreach and Case Management services is to provide outreach, engagement and case management services to homeless adults with a serious mental illness and/ or co-occurring disorders in order to increase self-sufficiency, ability to live independently in the community and increase periods of abstinence from substances.</b>			
Expenditures	\$179,438	\$187,677	\$195,721
FTE's	2.1	2.1	2.1
# of consumers served	357	350	350
# of service hours provided	1,981	1,748	1,984
Cost per service hour	\$91	\$107	\$99
% of homeless consumers with mental illness who are successfully linked to MH services	62%	50%	50%
<b>PSYCHOSOCIAL REHABILITATION (WEST END CLUBHOUSE) – The goal of the West End Clubhouse (WEC) is to provide psychosocial rehabilitation services to adults with a serious mental illness or co-occurring disorders (MH/SA) in order to improve their ability to function independently in the community.</b>			
Expenditures	\$587,723	\$614,709	\$646,797
FTE's	9.0	9.0	9.0
# of consumers served	170	170	170
# of consumer hours of services provided	61,848	60,690	60,690
Cost per consumer service hour	\$9.50	\$10.13	\$10.66
% of consumers served who will be maintained in the community without hospitalization	94%	90%	90%
<b>MENTAL HEALTH VOCATIONAL – The goal of the WEC Vocational Program is to provide supported and sheltered employment services to adults with a serious mental illness obtain and maintain satisfying employment.</b>			
Expenditures	\$152,231	\$159,221	\$168,972
FTE's	1.9	1.9	1.9
# of service hours provided - Individual Employment	1,435	1,417	1,601
# of consumers served - Individual Employment	34	35	35
# of days of service - Sheltered Employment	304	352	352
# of consumers served - Sheltered Employment	3	3	3
Cost per consumer served - Individual Employment	TBD	\$2,693	\$2,828
Cost per consumer served - Sheltered Employment	TBD	\$7,480	\$7,854
% of consumers who self-report improvement in meeting vocational goals as determined on vocational services surveys	84%	75%	80%

# Department of MH/MR/SA

## Adult Mental Health Services, continued

Activity Data			
MENTAL HEALTH RESIDENTIAL – The goal of MH Residential and Supported Living services is to provide assistance and support to residents to develop independent living skills to successfully transition to permanent housing, or remain stable in their current permanent housing.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$2,504,897	\$2,621,754	\$3,082,641
FTE's	48.2	48.2	48.2
# of bed days provided - Group Homes	7,200	7,351	7,351
# of bed days provided - Supervised Apartments	20,471	21,135	21,135
# of residents served - Group Homes	28	29	29
# of residents served - Supervised Apartments	79	78	78
Cost per bed day - Group Homes	TBD	\$213	\$224
Cost per bed day - Supervised Apartments	TBD	\$50	\$53
Cost per resident served - Group Homes	TBD	\$51,340	\$53,907
Cost per resident served - Supervised Apartments	TBD	\$14,966	\$15,714
% of consumers who are discharged from residential programs who will transition to a similar or less-intensive housing situation	78%	70%	70%

## Substance Abuse Services

The goal of Substance Abuse Services is to provide effective assessment and treatment services to adults who have serious substance abuse and co-occurring mental health problems to help reduce and/or eliminate their addictive behaviors and improve their ability to function independently in the community and maintain a sober lifestyle.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	18.3%	18.3%	18.8%
Total Expenditures	\$5,230,016	\$5,470,161	\$5,758,373
Less Revenues *	\$1,945,296	\$1,855,904	\$2,448,711
Net General Fund Expenditures	\$3,284,720	\$3,614,257	\$3,309,662
Program Outcomes			
CARF Accreditation**	Yes	Yes	Yes

\* Beginning in FY 2009, special revenues previously budgeted in administration have been reallocated to specific disability areas, as required by the State.

\*\* All components of the activities of Substance Abuse have received CARF accreditation with the exception of the residential services and Detox.

## Activity Data

OUTPATIENT SUBSTANCE ABUSE TREATMENT – The goal of Outpatient Substance Abuse Treatment is to provide individualized assessment and treatment for adults (individual, group and family therapy).	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$1,089,348	\$1,139,367	\$1,304,361
FTE's	14.4	14.4	14.4
# of consumers served	810	670	700
# of service hours provided	8,736	7,758	8,766
Cost per service hour	\$125	\$147	\$149
% of consumers who meet or partially meet treatment goals	83%	75%	75%

# Department of MH/MR/SA

## Substance Abuse Services, continued

### Activity Data

OPIOID REPLACEMENT – The goal of Opioid Replacement is to provide medication to opioid dependent consumers as an adjunct to outpatient treatment services to help them to eliminate cravings, stabilize functioning, and improve their physical and mental health.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$913,740	\$955,696	\$947,925
FTE's	9.8	9.8	9.8
# of consumers served	124	125	125
# of service hours provided	3,731	3,154	3,580
Cost per service hour	\$245	\$303	\$265
% of consumers who participate in meaningful daytime activities	76%	75%	75%
<b>DETOX SERVICES – The goal of the Detox Unit is to safely and effectively detoxify adults addicted to drugs and/or alcohol in a non-medical setting, assist consumers in learning about addiction, and help consumers transition from the Detox Unit to ongoing substance abuse treatment so they may continue their progress toward a drug-free life.</b>			
Expenditures	\$1,795,577	\$1,878,024	\$1,924,399
FTE's	22.0	22.0	22.0
# of consumers	518	510	510
# of bed days provided	3,704	5,586	5,586
Cost per bed day	\$485	\$336	\$345
% of discharged who are maintained in the community for 90+ days without subsequent Detox Services	83%	80%	80%
<b>SUBSTANCE ABUSE RESIDENTIAL SERVICES – The goal of SA Transitional Residential Services (Department operated) is to provide supervised apartments and group homes to provide sober living environments in order to enhance residents' independence, and support the residents in developing a lifestyle that is free from drug abuse or addiction.</b>			
Expenditures	\$996,848	\$1,042,620	\$1,018,351
FTE's	7.1	7.1	7.1
# of bed days provided - Group Homes	3,509	3,882	3,882
# of bed days provided - Supervised Apartments	7,942	8,034	8,034
# of bed days provided - Contract	2,541	2,718	2,718
# of residents served - Group Homes	25	25	25
# of residents served - Supervised Apartments	49	48	48
# of residents served - Contract	39	38	38
Cost per bed day - Group Homes	TBD	\$89	\$94
Cost per bed day - Supervised Apartments	TBD	\$35	\$37
Cost per bed day - Contract	TBD	\$149	\$156
Cost per resident - Group Homes	TBD	\$13,909	\$14,604
Cost per resident - Supervised Apartments	TBD	\$5,917	\$6,213
% of consumers discharged who will transition to a similar or less-intensive housing situation	78%	70%	70%

# Department of MH/MR/SA

## Substance Abuse Services, continued

### Activity Data

SUBSTANCE ABUSE CASE MANAGEMENT – The goal of Substance Abuse Case Management Services is to provide individuals with a substance abuse disorder or co-occurring (MH/SA) disorder assessment, planning, linkage and monitoring services in order to increase their ability to live self sufficiently in the community and increase periods of abstinence from substances.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$434,503	\$454,454	\$563,337
FTE's	7.2	7.2	7.2
# of consumers	189	190	190
# of service hours	3,649	4,588	5,184
Cost per service hour	\$119	\$99	\$109
% consumers who will maintain/improve functioning as measured by changes in scores on a standardized instrument	74%	70%	70%

## Mental Retardation Services for Adults

The goal of the Mental Retardation Services Program is to enable adults with mental retardation to live in the community with necessary supports as independently as possible.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	20.0%	20.0%	19.6%
Total Expenditures	\$5,713,806	\$5,976,165	\$6,020,161
Less Revenues	\$2,979,761	\$2,858,669	\$2,854,215
Net General Fund Expenditures	\$2,734,045	\$3,117,496	\$3,165,946
Program Outcomes			
CARF Accreditation *	Yes	Yes	Yes

\* All components of the activities of Mental Retardation Adult Services have received CARF accreditation with the exception of residential services.

### Activity Data

MENTAL RETARDATION RESIDENTIAL SERVICES – The goal of MR Residential Services (group homes and apartments) is to provide comprehensive, supervised residential services to Alexandrians who have mental retardation and need support within the home to live in the community in order to maximize their level of functioning, increase social interaction and use of natural supports within the community.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$3,753,888	\$3,926,253	\$4,056,707
FTE's	50.4	50.4	50.4
# of residents served - Group Homes	39	40	40
# of residents served - Supervised Apartments	12	13	13
# of bed days provided - Group Homes	12,830	13,061	13,061
# of bed days provided - Supervised Apartments	3,677	4,069	4,069
Cost per bed day - Group Homes	TBD	\$250	\$263
Cost per bed day - Supervised Apartments	TBD	\$174	\$183
% of consumers or authorized representatives who report achieving some or all residential treatment goals	95%	90%	90%

# Department of MH/MR/SA

## Mental Retardation Services for Adults, continued

MENTAL RETARDATION CASE MANAGEMENT SERVICES – The goal of MR Case Management Services is to provide adults with mental retardation an assessment of their strengths and needs, links with services, and monitoring of progress towards their goals in order to maximize the consumer's level of functioning, increase social interaction and use of natural supports within the community.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$670,120	\$700,890	\$548,823
FTE's	7.4	7.4	7.4
# of consumers served	180	180	180
# of staff hours of service provided	5,911	5,556	6,278
Cost per staff hours of service provided	\$113	\$126	\$87
% of consumers who were able to reach some or all of their goals over the past year	80%	85%	85%
<b>MENTAL RETARDATION DAY SUPPORT SERVICES – The goal of MR Day Support Services is to provide a caring, respectful, and supportive environment where adults with mental retardation can structure their days with meaningful activities.</b>			
Expenditures	\$830,756	\$868,902	\$974,749
FTE's	14.3	14.3	14.3
# of consumers served	48	48	48
# of service hours provided	59,958	61,022	61,022
Cost per service hour	\$13.86	\$14.24	\$15.97
Average daily hours consumers participate in meaningful activities	5	5	5
<b>MENTAL RETARDATION VOCATIONAL SERVICES – The goal of MR Vocational Services is to assist individuals with mental retardation, and help them achieve the highest level of independence possible through the provision of consumer-driven, group and sheltered employment services.</b>			
Expenditures	\$459,042	\$480,120	\$439,882
FTE's	4.5	4.5	4.5
# of consumers served - Individual Employment	12	12	12
# of consumers served - Group Employment	18	16	16
# of staff hours of service provided - Individual Employment	480	471	471
# of days of service provided - Group Employment	3089	2974	2974
% annual increase in consumer wages	9.5%	2.0%	2.0%

# Department of MH/MR/SA

## Emergency and Crisis Response Services

The goal of Emergency and Crisis Response Services is to provide state mandated crisis intervention and assessment services to persons in Alexandria to help promote safety and stabilization, and to help individuals improve their functioning.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	2.7%	2.7%	2.5%
Total Expenditures	\$759,794	\$794,682	\$774,267
Less Revenues	\$144,901	\$128,966	\$118,660
Net General Fund Expenditures	\$614,893	\$665,716	\$655,607
Program Outcomes			
CARF Accreditation	Yes	Yes	Yes

### Activity Data

CRISIS RESPONSE AND ASSESSMENT – The goal of Crisis Response and Assessment Services is to provide State-mandated immediate clinical crisis intervention services, 24 hours a day, to persons and groups in Alexandria to help ensure the safety and well being of all citizens and City staff, including assistance to first responders and the public during and following critical incidents.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$759,794	\$794,682	\$774,267
FTE's	8.2	8.2	8.2
# of consumers served	469	450	450
# of coverage hours provided	8,760	8,760	8,760
# of critical incidents responded to	N/A	TBD	TBD
Cost per coverage hour	\$87	\$91	\$88
% of consumers who report feeling "more hopeful" after intervention	91%	85%	85%

# Department of MH/MR/SA

## Jail Services

The goal of the Jail Services Program is to provide mental health and substance abuse services to City of Alexandria Detention Center (ADC) inmates to help them adjust to incarceration.

Program Totals	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
% of Total All Funds Budget	3.3%	3.3%	3.4%
Total Expenditures	\$947,944	\$991,470	\$1,036,919
Less Revenues	\$568,609	\$565,189	\$592,404
Net General Fund Expenditures	\$379,335	\$426,281	\$444,515
Program Outcomes			
CARF Accreditation	Yes	Yes	Yes

### Activity Data

SUBSTANCE ABUSE UNIT PROGRAM – The goal of the Substance Abuse Unit is to provide intensive substance abuse treatment within a separate structured treatment unit to help inmates achieve and maintain sobriety.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Expenditures	\$281,358	\$294,277	\$331,495
FTE's	3.7	3.7	3.7
# of consumers	133	140	140
Cost per consumer	\$2,115	\$2,102	\$2,368
% of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program	92%	95%	95%

MENTAL HEALTH TREATMENT UNIT – The goal of the Mental Health Treatment Unit is to provide therapy and psychiatric services to inmates identified by jail staff as needing a separate structured treatment unit.			
Expenditures	\$197,766	\$206,847	\$208,074
FTE's	2.6	2.6	2.6
# of consumers served	84	90	90
# of consumer hours	31,055	30,675	30,675
Cost per service hour	\$6	\$7	\$7
% of inmates who report a "more hopeful" mental status as a result of service	80%	75%	75%

ASSESSMENT AND COUNSELING SERVICES – The goal of Assessment and Counseling Services is to provide triage, evaluation, and treatment to inmates housed in the Alexandria Detention Center's general population and booking units to help them adjust to incarceration and improve their functioning while in the Detention Center and to provide discharge planning to prepare them for			
Expenditures	\$468,820	\$490,346	\$497,350
FTE's	5.7	5.7	5.7
# of service hours provided	1,680	4,433	5,009
Cost per service hour	\$279	\$111	\$99
% of inmates receiving Jail Services who report a "more hopeful" mental status as a result of service	80%	75%	75%

# Department of MH/MR/SA

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>West End Clubhouse</b>	<i>Contract for shuttle bus service</i>	<b>\$98,000</b>
<p>This adjustment of \$98,000 transfers the cost of the contract of shuttle service between the Braddock Road Metro and the West End Clubhouse (4480 King Street) from the Department of General Services to the Department of MHMRSA. Please note that this adjustment is partially off-set by an expenditure reduction, which is explained below.</p>		

### Expenditure Reductions

Activity	Reduction Option	FTE	FY 2009 Proposed
<b>Medication Services</b>	<i>Reduction in Prescriptions</i>		<b>(\$100,000)</b>
<p>The State Pharmacy transitioned to a new ordering and payment system, increased Alexandria's allotment for medications, and expanded which clients are eligible to make purchases from the Pharmacy. In addition, MHMRSA has increased its use of free samples and switched to a less expensive local pharmacy for prescriptions that are not eligible through the State Pharmacy. As a result of these changes, \$100,000 can be saved annually. There will be no impact on consumers, as those who require psychiatric medications will continue to receive those medications.</p>			
<b>West End Clubhouse</b>	<i>Discontinue Shuttle Service</i>		<b>(\$78,000)</b>
<p>When the Health Department and the Clubhouse moved to 4480 King Street, a shuttle service was started to provide transportation from the Braddock Road Metro to the new facility. This service was budgeted in the Department of General Services. The cost of the service (\$98,000 annually), provided by a contractor, was to be transferred to MHMRSA in FY 2009. However, as part of the effort to reduce City General Fund expenditures, the Department, after studying utilization of the shuttle service, proposed eliminating the shuttle bus, but retaining \$20,000 to be used to pay for bus tokens or Paratransit co-pays for consumers who need assistance with transportation. The net savings to the Department is \$78,000 per year.</p>			
<b>Multiple Programs</b>	<i>Eliminate Vacant Position</i>	<b>(1.0 FTE)</b>	<b>(\$42,500)</b>
<p>MHMRSA has two full-time operators to answer telephones at the 720 N. St. Asaph Street facility. One position is currently filled by a temporary employee. The Department proposes eliminating this position and implementing an automated system that would direct callers to the desired extension.</p>			
<b>Crisis Response &amp; Assessment</b>	<i>Commitment Hearing Costs</i>		<b>(\$7,673)</b>
<p>State revenues are available to fund these administrative costs and the City no longer must reimburse judges who conduct commitment hearings.</p>			

# Department of MH/MR/SA

## Summary of Budget Changes, continued

### Changes Recommended in City Manager's Alternative Budget

Activity	Option	FTE	FY 2009 Impact
<b>Parent-Infant Education</b>	<i>Infant Development Specialist</i>	<b>1.0</b>	<b>\$60,500</b>
<p>The Department requested a new position for the Parent-Infant Education (PIE) Program, which provides early intervention services to at-risk children and their families. Currently, 4.0 FTEs serve 342 children annually. Federal and State requirements for the provision of services, combined with increasing caseloads and more complicated cases, have increased the demands upon this program. Recently, Alexandria's PIE Program was ranked 40th out of 40 programs in the State. Due to revenue constraints, this is not included in the City Manager's proposed budget. If additional resources are available, this is a recommended supplemental request.</p>			

# Health Department

**Mission Statement:** The mission of the Alexandria Health Department is to provide public health programs and related healthcare services for the residents of Alexandria that prevent and control disease, protect the environment, eliminate unsanitary and unsafe conditions and promote the physical and emotional well-being all Alexandria residents.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total City Expenditures	\$6,675,864	\$6,852,439	\$6,908,129
Less Revenues	\$0	\$0	\$0
Net Gen. Fund Expenditures	\$6,675,864	\$6,852,439	\$6,908,129
Authorized Positions (FTE's)	18.5	18.5	18.3

- Total City FTEs are reduced by 0.2 FTE due to a reduction in a part time position from 28 to 20 hours per week. One State position (1.0 FTE) has been eliminated due to contracting for laboratory work with the State.
- The Department is not scheduled to replace any vehicles during FY 2009.
- The Department, as a State agency, has no Special Revenue, although it does receive funding (including grant funds) directly from the State, which is not included in the City's All Funds budget. Please refer to page 3 for a more detailed explanation of the funding sources for the Alexandria Health Department.

### Highlights

- In FY 2009, the City's proposed General Fund budget increases by \$55,690, or 0.8%.
- FY 2009 personnel costs (for City add-on employees) increase by \$72,466, or 4.2%, primarily due to employee step increases and changes in benefit rates.
- FY 2009 non-personnel costs decrease by \$16,776, or 0.3%, due to expenditure reductions, which are explained below in further detail.

## Health Department Programs and Activities

**Leadership and General Management**  
Leadership and General Management  
Partnership for Healthier Alexandria

**Health Support**  
Pharmacy Services  
Laboratory Testing

**Communicable Disease**  
TB Elimination  
STD Control  
Immunization  
Disease Surveillance  
HIV Outreach & Prevention

**Maternal & Child Health Care Services**  
Prenatal Care & Case Mgt.  
Pediatric Care  
Family Planning  
WIC Supplemental Food Program

**Adult Health & Chronic Disease Prev.**  
Chronic Disease Care  
HIV/AIDS Care  
Dental Care

**Adolescent Services**  
Teen Pregnancy Prevention  
Adolescent Health Clinic

**Environmental Health**  
EH Education & Information  
EH Regulatory Compliance & Enf.  
EH Monitoring  
EH Investigation & Response

**Emergency Preparedness**  
Planning  
Training  
Community Outreach/Preparation

**City Supplement to State Budget**

## Dept Info

**Department Contact Info**  
703.838.4400  
<http://www.alexhealth.org/>

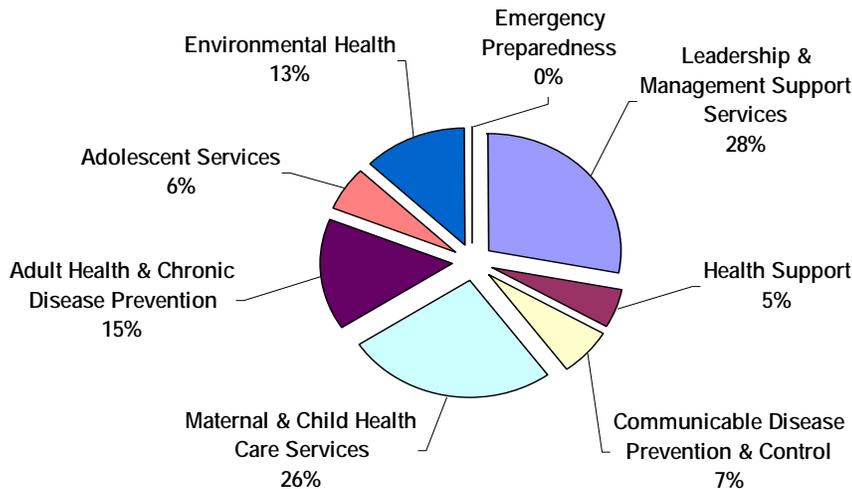
**Department Head**  
Charles Konigsberg, Jr., MD, MPh, Dir.  
703.838.4400  
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# Health Department

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Number of refugee health assessments	44	50	50
Number of immunization visits	4,437	4,500	4,800
Number of pre-natal care visits	5,832	6,000	6,000
Number of pediatric visits	5,171	5,200	5,200
Number of medical exams provided by Adolescent Health Clinic	N/A	TBD	TBD
Number of applications of insecticide to control mosquitos	4,040	5,400	4,500

## FY 2009 Proposed City General Fund Expenditures (with \$4.5 M Supplement Spread by Program)



## Expenditure and Revenue Summary

City Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$1,607,576	\$1,726,868	\$1,799,334	4.2%
Non-Personnel	5,068,288	5,125,571	5,108,795	-0.3%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$6,675,864</u></b>	<b><u>\$6,852,439</u></b>	<b><u>\$6,908,129</u></b>	<b>0.8%</b>
<b>Less Revenues</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$6,675,864</u></b>	<b><u>\$6,852,439</u></b>	<b><u>\$6,908,129</u></b>	<b>0.8%</b>
<b>Total Department FTE's</b>	<b>18.5</b>	<b>18.5</b>	<b>18.3</b>	<b>-1.1%</b>

# Health Department

## Health Department Funding and Program Expenditure Information

The Alexandria Health Department is one of 35 State health district offices of the Virginia Department of Health. It is not a department of the Alexandria City government. The Health Department is funded through a combination of City funding, City and State cooperative funding, State and federal grants, and client fees. The "cooperative budget" consists of the State's General Fund appropriation to the Health Department, which is "matched" by the City, resulting in an allocation that is 55% State funding and 45% City funding. In addition, the City supplements the salaries and retirement benefits of most State cooperative employees, so that they are comparable to City salary scales and retirement benefits. The City's 45% match and the salary supplement are committed annually via a signed "local agreement" between the City and the State Department of Health. These funds are paid on a quarterly basis to the State Department of Health. The State's General Fund appropriation to the Health Department and federal and State grants are not part of the City's All Funds budget.

In addition, State funding is based on a different programmatic structure than the programs and activities identified in the City's Managing for Results Initiative. Consequently, some programs or activities reported show \$0 City dollars or no FTEs. These activities are funded either through the cooperative budget or by federal or State grants. Performance measures for these programs and activities are provided, if available, since these are important functions of the Health Department, regardless of the source of funding. In an effort to make the Health Department's budget more informative, the following information also includes State and grant funding, by program, to give a more complete picture of the Health Department's total budget. However, breakouts of State and grant funding by activities are not available.

# Health Department

## Program Level Summary Information

<b>City Expenditure Summary</b>				
City Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	\$323,123	\$329,702	\$344,488	4.5%
Health Support	91,698	93,565	96,439	3.1%
Communicable Disease Prevention & Control	130,110	132,759	135,932	2.4%
Maternal & Child Health Care Services	615,418	627,948	644,085	2.6%
Adult Health & Chronic Disease Prevention	538,732	549,700	514,119	-6.5%
Adolescent Services	374,482	382,106	418,877	9.6%
Environmental	288,782	294,662	288,703	-2.0%
Emergency Preparedness *	0	0	0	N/A
City Supplement to State budget	4,313,519	4,441,997	4,465,486	0.5%
<b>Total City Expenditures</b>	<b>\$6,675,864</b>	<b>\$6,852,439</b>	<b>\$6,908,129</b>	<b>0.8%</b>

\* The Emergency Preparedness Program is supported by federal funds.

<b>Staffing Summary</b>				
Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	2.0	2.0	2.0	0.0%
Health Support	1.0	1.0	1.0	0.0%
Communicable Disease Prevention & Control	1.5	1.5	1.5	0.0%
Maternal & Child Health Care Services	3.5	3.5	3.5	0.0%
Adult Health & Chronic Disease Prevention	4.1	4.1	3.9	-4.9%
Adolescent Services	4.4	4.4	4.4	0.0%
Environmental	2.0	2.0	2.0	0.0%
Emergency Preparedness (no City-funded staff)	0.0	0.0	0.0	0.0%
City Supplement to State budget (no staff)	0.0	0.0	0.0	0.0%
<b>Total FTE's</b>	<b>18.5</b>	<b>18.5</b>	<b>18.3</b>	<b>-1.1%</b>

It should be noted that the FTEs reported here are for City staff and do not include approximately 117.9 FTEs funded by the State cooperative budget (94.2 FTEs) or by other State and federal funds (23.7 FTEs).

# Health Department

## Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide overall agency leadership and strategic goal setting and to provide effective and efficient management support to the agency.

Program Revenue Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
City Add-On Funding	\$323,123	\$329,702	\$344,488
City Cooperative/Supplemental Funding	\$1,252,514	\$1,571,838	\$1,597,998
State Funding	\$900,172	\$1,243,717	\$1,243,717
Grants	\$0	\$42,025	\$33,337
Fee Revenue	\$103,000	\$111,125	\$111,125
<b>TOTAL</b>	<b>\$2,578,809</b>	<b>\$3,298,407</b>	<b>\$3,330,665</b>
<b>Program Outcomes</b>			
% of departmental effectiveness targets met	N/A	TBD	TBD

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Alexandria Health Department (AHD).	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on funding only)	\$246,744	\$251,768	\$257,224
FTE's	1.0	1.0	1.0
\$ amount of departmental expenditures (City All Funds budget only)	\$6,675,864	\$6,852,439	\$6,908,129
Leadership & General Management expenditures as % of department total	3.7%	3.7%	3.7%
# of Department FTEs managed (State coop: 94.2, grants: 23.7 and City: 18.3 in FY 2009)	134.4	136.4	136.2
% of departmental effectiveness targets met	N/A	TBD	TBD
% of internal and external clients satisfied with customer service	N/A	TBD	TBD

PARTNERSHIP FOR A HEALTHIER ALEXANDRIA – The goal of Partnership for a Healthier Alexandria is to promote coalition building, collaborative planning and community action for Alexandria in order to provide a safe and healthy community.			
Expenditures (City add-on funding only)	\$76,379	\$77,934	\$87,264
FTE's	1.0	1.0	1.0
# of community partnerships/linkages created	N/A	TBD	TBD
Cost per partnership/linkage created	N/A	TBD	TBD
% of identified Partnership initiatives implemented on schedule	N/A	TBD	TBD

# Health Department

## Health Support

The goal of Health Support is to directly assist the mission of the Health Department by providing cost-effective medications, providing laboratory diagnostics, and performing appropriate administrative tasks.

Program Revenue Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
City Add-On Funding	\$91,698	\$93,565	\$96,439
City Cooperative/Supplemental Funding	\$451,028	\$290,980	\$256,744
State Funding	\$431,465	\$230,266	\$230,266
Grants	\$0	\$0	\$0
Fee Revenue	\$5,000	\$2,200	\$2,200
TOTAL	\$979,191	\$617,011	\$585,649
Program Outcomes			
% of prescriptions and lab tests that are accurate	100%	100%	100%

### Activity Data

PHARMACY SERVICES – The goal of Pharmacy Services is to provide cost-effective medications to eligible patients, and to assist patients in obtaining free medications through pharmaceutical companies' patient assistance programs, in order to provide the current standard of medical care.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0	0	0
# of prescriptions filled (total)	24,629	25,000	25,140
# of free prescriptions dispensed	1,243	1,000	1,000
Cost per prescription filled	\$9.87	\$11.00	\$11.00
% of clients rating service "good" or "excellent"	N/A	80%	TBD

LABORATORY TESTING – The goal of Laboratory Testing is to provide accurate and timely lab testing and reporting for healthcare providers that will assist them in the diagnosis and treatment of disease.			
Expenditures (City add-on funding only)	\$91,698	\$93,565	\$96,439
FTE's	1.0	1.0	1.0
# of in-house lab tests provided (non-contract) *	7,033	2,254	N/A
# of proficiency tests performed	N/A	48	TBD
% of proficiency tests that are accurate	100%	100%	100%

\* Laboratory testing being done by State, rather than in-house beginning in FY 2008

# Health Department

## Communicable Disease Prevention and Control

The goal of Communicable Disease Prevention and Control is to provide prevention and treatment services to the community in order to minimize exposure to, reduce incidence of, and minimize the impact of living with a communicable disease.

Program Revenue Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
City Add-On Funding	\$130,110	\$132,759	\$135,932
City Cooperative/Supplemental Funding	\$302,082	\$318,220	\$324,947
State Funding	\$220,884	\$216,166	\$216,166
Grants	\$760,033	\$710,612	\$725,036
Fee revenue	\$0	\$25,000	\$25,000
<b>TOTAL</b>	<b>\$1,413,109</b>	<b>\$1,402,757</b>	<b>\$1,427,081</b>
<b>Program Outcomes</b>			
% of communicable disease outbreaks effectively contained to the population of origin	N/A	95%	95%

### Activity Data

TUBERCULOSIS ELIMINATION – The goal of TB Elimination is to provide clinical and intervention services to the community in order to reduce the incidence of disease.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on Funding only)	\$87,589	\$89,372	\$81,445
FTE's	1.0	1.0	1.0
# of Latent TB Infection (LTBI) cases initiating treatment	295	300	300
# of active TB cases receiving direct observed therapy	28	30	30
# of Refugee Health Assessments	44	50	50

SEXUALLY TRANSMITTED DISEASE CONTROL – The goal of Sexually Transmitted Disease Control is to provide clinical and preventive services to the community in order to reduce the incidence of disease.			
Expenditures (City add-on funding only)	\$8,780	\$8,959	\$19,448
FTE's	0.0	0.0	0.0
# of STD Clinic visits	1,187	1,200	1,200
Cost per Clinic visit	N/A	TBD	TBD
% of persons attending STD Clinic diagnosed and treated for an STD	13%	15%	15%

IMMUNIZATION – The goal of Immunization is to provide vaccinations and related service to the community in order to prevent and reduce the incidence of vaccine preventable diseases.			
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0	0	0
# of immunization visits	4,437	4,500	4,800
Cost per immunization visit	N/A	TBD	TBD
% of kindergarteners entering school with up-to-date immunization status	N/A	100%	100%

DISEASE SURVEILLANCE – The goal of Disease Surveillance is to detect, investigate and monitor infectious diseases for the community in order to prevent their spread in the community.			
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0	0	0
# of communicable disease reports investigated	N/A	TBD	TBD
Cost per investigation	TBD	TBD	TBD
% of reported cases with investigation begun within five (5) days	N/A	95%	95%

# Health Department

## Communicable Disease, continued

HIV OUTREACH & PREVENTION – The goal of HIV Outreach and Prevention is to increase awareness and knowledge, early detection and adoption of behaviors to reduce the spread of HIV infection.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on funding only)	\$33,741	\$34,428	\$35,039
FTE's	0.5	0.5	0.5
# of clients tested	1,928	2,000	2,000
Cost per client tested	N/A	TBD	TBD
% of clients who return for post test counseling	76%	75%	75%

## Maternal and Child Health Care Services

The goal of Maternal and Child Health Care Services is to promote and protect the health of Alexandrians through the provision of reproductive, prenatal and pediatric care and nutrition services to low income residents.

Program Revenue Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
City add-on Funding	\$615,418	\$627,948	\$644,085
City cooperative/supplemental Funding	\$1,126,200	\$1,119,696	\$1,136,557
State Funding	\$786,771	\$810,929	\$842,196
Grants	\$599,108	\$575,370	\$708,190
Fee Revenue	\$66,500	\$97,000	\$97,000
TOTAL	\$3,193,997	\$3,230,943	\$3,428,028
Program Outcomes			
Low birth-weight rate for patients (Target: maintain below the State rate of 7.0 per 1,000 live births)	6 per 1,000	7 per 1,000	7 per 1,000

### Activity Data

PRENATAL CARE & CASE MANAGEMENT – The goal of Prenatal Care and Case Management is to assist high risk pregnant women and their infants to prevent low birth weight and other poor birth outcomes, and to ensure linkage to appropriate services.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on funding only)	\$520,470	\$531,067	\$538,890
FTE's	2.5	2.5	2.5
# of visits	5,832	6,000	6,000
% of pregnant women enrolled in prenatal care in their first trimester	40%	45%	45%
% of patients who receive adequate prenatal care (7 visits if enter in first trimester, 5 in second, 3 in third)	81%	85%	85%

PEDIATRIC CARE – The goal of Pediatric Care is to provide screening and healthcare to high-risk infants and children, educate families about infant and child care, and link families to services in order to improve children's health.			
Expenditures (City add-on funding only)	\$94,948	\$96,881	\$105,195
FTE's	1.0	1.0	1.0
# of pediatric visits	5,171	5,200	5,200
# of CATCH visits (CATCH was a new program in FY 2006)	134	200	250
% of enrolled children (0-5) receiving EPSDT services as Proposed	N/A	TBD	TBD
% of children (0-5) designated as founded CPS cases receiving coordinated services (CATCH)	N/A	TBD	TBD

# Health Department

## Maternal and Child Health Care Services, continued

### Activity Data

FAMILY PLANNING – The goal of Family Planning is to provide reproductive healthcare, education and counseling to ensure that low-income women can plan pregnancies that occur by choice and under low-risk circumstances.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0.0	0.0	0.0
# of family planning patients enrolled for one year	N/A	TBD	TBD
% of family planning patients returning for annual visits on birth control	N/A	TBD	TBD
<b>WOMEN, INFANTS &amp; CHILDREN SUPPLEMENTAL FOOD PROGRAM (WIC) – The goal of Women Infants and Children Supplemental Food Program is to promote the nutritional health of high risk pregnant women, infants and children and prevent poor birth outcomes through nutrition education, supplemental food vouchers and linkages to medical and social services to improve the health of children.</b>			
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0	0	0
\$ redeemed value of WIC vouchers	\$1,423,195	\$1,400,000	\$1,400,000
# of active participants	2,620	2,700	2,700
% of pregnant women given appointment in first trimester	55%	50%	50%

# Health Department

## Adult Health and Chronic Disease Prevention

The goal of Adult Health & Chronic Disease Prevention is to promote and protect the health of Alexandrians through providing primary health care, nurse case management, and nutrition services to vulnerable populations and to develop partnerships that empower people within the community to improve their health status.

Program Revenue Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
City add-on Funding	\$538,732	\$549,700	\$514,119
City Cooperative/Supplemental Funding	\$608,995	\$546,374	\$548,530
State Funding	\$496,905	\$424,183	\$392,915
Grants	\$0	\$0	\$0
Fee Revenue	\$254,000	\$221,775	\$221,775
<b>TOTAL</b>	<b>\$1,898,632</b>	<b>\$1,742,032</b>	<b>\$1,677,339</b>
<b>Program Outcomes</b>			
% of HIV/AIDS patients who remain connected to care annually	92%	95%	95%

### Activity Data

<b>CHRONIC DISEASE CARE – The goal of Chronic Disease Care is to provide health care, screening, case management, nutrition services, and education to uninsured and underinsured residents with chronic diseases to optimize health and avoid unnecessary hospitalization.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on funding only)	\$321,223	\$327,763	\$283,728
FTE's	1.9	1.9	1.7
# of patients evaluated and treated	4,496	4,776	4,776
Cost per patient evaluated and treated	N/A	TBD	TBD
% of chronic disease adult patients immunized for influenza	N/A	TBD	TBD

<b>HIV/AIDS CARE – The goal of HIV/AIDS Care is to provide comprehensive health care services and referrals to qualifying residents with HIV or AIDS to optimize their health avoid unnecessary hospitalization and prevent the spread of infection.</b>			
Expenditures (City add-on funding only)	\$55,671	\$56,804	\$57,462
FTE's	0.7	0.7	0.7
# of adults served	147	150	160
% of patients remaining connected to care	92%	95%	95%
# of HIV/AIDS dental visits	112	120	120

<b>DENTAL CARE – The goal of Dental Care is to provide selected dental services to uninsured and low income adults.</b>			
Expenditures (City add-on funding only)	\$161,838	\$165,133	\$172,929
FTE's	1.5	1.5	1.5
# of adult dental visits	1,183	1,480	1,400
Cost per adult dental visit	\$137	\$112	\$124
% of dental emergencies resolved (target = 98%)	98%	98%	98%

# Health Department

## Adolescent Services

The goal of the Adolescent Services Program is to provide clinical services, community educational and life skills programs that will assist in the reduction of the incidence of teen pregnancy in school age children in the City of Alexandria.

Program Revenue Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
City Add-On Funding	\$374,482	\$382,106	\$418,877
City Cooperative/Supplemental Funding	\$0	\$0	\$0
State	\$0	\$0	\$0
Grants	\$0	\$0	\$0
Fee Revenue	\$0	\$0	\$0
TOTAL	\$374,482	\$382,106	\$418,877
<b>Program Outcomes</b>			
Pregnancy rate (per 1,000 female residents) among youths 12-19 years old	TBD	TBD	TBD

### Activity Data

TEEN PREGNANCY PREVENTION – The goal of Teen Pregnancy Prevention is to provide after school, community based life skills education programs to at risk youth and their families and provide support to collaborative programs of ACPS, MH/MR/SA and ACAP to reduce the incidence of teen pregnancy in school age youth.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0	0	0
# of youth attending Teen Pregnancy Prevention Program	273	200	200
% program participants whose post-test surveys show an increase in knowledge of program content and a change in attitude, decision-making, goalsetting & behaviors associated with teen pregnancy	N/A	TBD	TBD

ADOLESCENT HEALTH CLINIC – The goal of the Adolescent Health Clinic is to provide comprehensive medical services to the Alexandria adolescent population 12-19 years of age, to improve health and maximize the quality of their life in collaboration with MH/MR/SA and the Schools.			
Expenditures (City add-on funding only)	\$374,482	\$382,106	\$418,877
FTE's	4.4	4.4	4.4
# of medical exams	N/A	TBD	TBD
# of unduplicated family planning patients	N/A	TBD	TBD
# of psych/soc visits	N/A	TBD	TBD
% of adolescent residents receiving health services at the Adolescent Health Clinic	N/A	TBD	TBD

# Health Department

## Environmental Health

The goal of Environmental Health is to prevent disease, promote healthy environments for the community and provide environmental health services. (The Mosquitoborne Illness Prevention Program is included in the Environmental Health Program, and accounts for approximately 88 percent, or \$275,000, of the total Environmental Health Program budget.)

Program Revenue Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
City add-on Funding	\$288,782	\$294,662	\$288,703
City Cooperative/Supplemental Funding	\$572,700	\$594,889	\$600,709
State Funding	\$398,113	\$418,657	\$418,657
Grants	\$0	\$0	\$0
Fee Revenue	\$23,700	\$28,900	\$28,900
TOTAL	\$1,283,295	\$1,337,108	\$1,336,969
<b>Program Outcomes</b>			
# of 9 FDA National Retail Food Regulatory Program Standards met by the Food Safety Program	4	6	7
% of EH complaints by residents that are resolved within 30 days	98.2%	97.0%	97.0%

### Activity Data

ENVIRONMENTAL HEALTH EDUCATION & INFORMATION – The goal of Environmental Health Education and Information is to train and educate people about good environmental health practices, develop community partnerships, and link people with resources and information.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on funding only)	\$102,615	\$104,704	\$96,884
FTE's	0.9	0.9	0.9
# of EH inquiries answered/EH documents distributed	9,787	10,000	10,000
# of inquiries answered & EH documents distributed per FTE	N/A	TBD	TBD
% of resident inquiries responded to within 2 business days	N/A	TBD	TBD

ENVIRONMENTAL HEALTH REGULATORY COMPLIANCE & ENFORCEMENT – The goal of Environmental Health Regulatory Compliance and Enforcement is to permit and inspect food establishments, pools, and other regulated facilities, to review plans and SUP applications for these facilities, and to improve sanitary conditions in these facilities.			
Expenditures (City add-on funding only)	\$36,707	\$37,454	\$38,820
FTE's	0.1	0.1	0.1
# of inspections conducted	3,390	3,500	3,400
# of plans and SUP applications reviewed	242	250	250
% of food establishment inspections conducted within state frequency guidelines	93.9%	92.0%	92.0%

ENVIRONMENTAL HEALTH MONITORING – The goal of Environmental Health Monitoring is to assess the environmental health status of the community and to monitor human and animal health in order to identify environmental health threats to people in the community.			
Expenditures (City add-on funding only)	\$74,309	\$75,823	\$76,330
FTE's	0.5	0.5	0.5
# of animals tested for rabies	56	50	50
# of mosquito trap nights	1,063	950	950
\$ per mosquito trap night	N/A	TBD	TBD

# Health Department

## Environmental Health, continued

### Activity Data

ENVIRONMENTAL HEALTH INVESTIGATIONS & RESPONSE – The goal of Environmental Health Investigations and Response is to investigate possible outbreaks of food borne, water borne or vector borne illness, to investigate and resolve complaints about environmental health issues, and to implement public health measures to control any outbreaks or threats identified in order to reduce the risk to the public of illness caused by environmental factors.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on funding only)	\$75,151	\$76,681	\$76,669
FTE's	0.6	0.6	0.6
# of EH complaints investigated	570	440	550
# of applications of insecticide to control mosquitos	4,040	5,400	4,500
\$ per insecticide application	TBD	TBD	TBD
% of complaints investigated within 2 business days	93%	95%	95%
% of mosquito traps catching < 25 per trap	TBD	TBD	TBD

## Emergency Preparedness

The goal of Emergency Preparedness is to better assure the health and safety of Alexandria residents and visitors; the goal of the Alexandria Health Department Emergency Preparedness Program is to conduct planning, training, and community outreach that helps all people in Alexandria be personally ready for health emergencies.

Program Revenue Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
City Funding	\$0	\$0	\$0
City Cooperative/Supplemental Funding	\$0	\$0	\$0
State	\$0	\$0	\$0
Grants	\$175,684	\$175,692	\$175,692
Fee Revenue	\$0	\$0	\$0
TOTAL	\$175,684	\$175,692	\$175,692
Program Outcomes			
% of State-identified Critical Tasks met	91%	100%	100%
% of CDC and UASI Critical Tasks completed	89%	100%	100%
# of community volunteers trained and ready	127	350	500

### Activity Data

PLANNING – The goal of Planning is to assure the City of Alexandria is ready for all potential public health emergencies.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0	0	0
# of State identified Critical Tasks met (out of 28 tasks)	28	28	28
# of CDC, Urban Area Security Initiative, and Cities Readiness objectives met (out of 54 total)	48	54	54
% of Public Health Emerg Operations Plan (EOP) elements updated annually	100%	100%	100%

# Health Department

## Emergency Preparedness, continued

### Activity Data

TRAINING – The goal of Training is to assure that all needed Public Health paid staff and volunteers are prepared to respond effectively in all types of potential Public Health Emergencies.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0	0	0
% of Department staff trained in roles for health emergencies	95%	100%	100%
# of volunteers trained	127	350	500
% of all listed volunteers who are current in their training	38%	70%	80%

COMMUNITY OUTREACH & PREPARATION – The goal of Community Outreach and Preparation is to provide accurate information and viable planning guidance to help the general public, and all relevant local government and non-government agencies, be ready for public health emergencies.			
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0	0	0
# of public information contacts	575	1,000	1,250
Cost per public information contact	N/A	N/A	N/A
% of Alexandria households that report they know how to prepare for and respond to a public emergency	N/A	33%	50%

## City Supplement to State Budget (spread into program totals above)

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
City Cooperative/Supplemental Funding	\$4,313,519	\$4,441,997	\$4,465,486
Less Revenues	0	0	0
Net General Fund Expenditures	\$4,313,519	\$4,441,997	\$4,465,486
Program Outcomes	N/A	N/A	N/A

### Activity Data

CITY SUPPLEMENT TO STATE BUDGET - The City Supplement to the State includes the City's 45% match to the State General Fund allocation; the City's salary supplement to State Co-op employees; City supplemental retirement benefits for the Health Department's full-time State employees; and the Contingent Account (if any). The City's 45% match and the salary supplement are paid quarterly to the State Department of Health, as part of the Local Agreement with the State.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures (City Cooperative/Supplemental Funding)	\$4,313,519	\$4,441,997	\$4,465,486
FTE's (no staff)	0	0	0

# Health Department

## Summary of Budget Changes

Expenditure Reductions			
Activity	Reduction Option	FTEs	FY 2009 Proposed
<b>Laboratory Testing</b>	<i>Salary supplement to Lab Supervisor</i>	<b>0</b>	<b>(\$35,395)</b>
<p>The Laboratory Supervisor retired in December and this position will be eliminated, since it is no longer needed. Most lab work is done via contract with the State laboratory in Richmond. This savings is the City's salary supplement to the State position.</p>			
<b>Chronic Disease Care</b>	<i>Reduce Part-Time Nurse position</i>	<b>(0.2 FTE)</b>	<b>(\$17,619)</b>
<p>A part time Public Health Nurse position will be reduced from 28/hour week to 20/hour week, due to a reduction in client visits. This service is non-mandated.</p>			
<b>Leadership &amp; General Mgt.</b>	<i>Salary supplement</i>	<b>0</b>	<b>(\$5,675)</b>
<p>A vacant Store Room position in the cooperative budget will be eliminated. The duties are being done by other employees. The savings is the City's salary supplement to this State position.</p>			
<b>Environmental Health</b>	<i>Supplies</i>	<b>0</b>	<b>(\$5,000)</b>
<p>By increasing utilization of the City website and e-news, the department can reduce printing &amp; supply costs for rabies and mosquito control information.</p>			

Changes Recommended in City Manager's Alternative Budget			
Activity	Option	FTE	FY 2009 Impact
<b>Emergency Preparedness</b>	<i>Emergency Planner</i>	<b>1.0</b>	<b>\$113,867</b>
<p>The Health Department requested an additional FTE to serve as the Director, Office of Emergency Preparedness &amp; Response. This City-funded position would support two federally-funded positions, an Emergency Planner and a Medical Reserve Corps Coordinator. Due to revenue constraints, this is not included in the City Manager's proposed budget. If additional resources are available, this is a recommended supplemental request.</p>			

## Other Health Activities

**Mission Statement:** This section summarizes City contributions to regional and non-profit organizations that provide health care or health-related services to Alexandria residents. (The City also provides funds to the Alexandria Health Department, a State agency.)

### FY 2009 Budget Summary Table

Expenditure By Organization	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
INOVA Alexandria Hospital	\$700,000	\$700,000	\$700,000
Arlandria Health Center	\$285,000	\$285,000	\$285,000
Health Systems Agency of Northern Virginia	<u>\$13,600</u>	<u>\$13,600</u>	<u>\$13,600</u>
<b>Net General Fund Expenditures</b>	<b><u>\$998,600</u></b>	<b><u>\$998,600</u></b>	<b><u>\$998,600</u></b>

### Other Health Background

#### INOVA Alexandria Hospital

INOVA Alexandria Hospital and the City of Alexandria have a long history of cooperation in attempting to meet the health care needs of our low-income residents. Since the mid 1940s the Hospital has been exempt from the payment of real property and business tangible taxes to the City. In 1982 the City contributed \$315,000 to the Hospital for "indigent care." The amount gradually increased, and since 1991, the City has contributed \$700,000 annually to the Hospital to help offset costs for indigent inpatient care. As part of its capital fund-raising campaign, INOVA Alexandria Hospital requested the City to increase its contribution by \$220,000 annually for a ten-year period, for a total of \$2.2 million, to assist with expansion and renovations. Due to the fiscal constraints facing the City for FY 2009, this request is not funded in the FY 2009 Proposed Budget.

#### Arlandria Health Center \*

The total FY 2008 approved budget from all sources for the Arlandria Health Center is \$3.9 million; the proposed budget for FY 2009, including all sources of funds, is \$4.9 million, an increase of \$1.0 million. ANHSI receives \$600,000 annually from the federal Community Health Center Program, under the Bureau of Primary Health Care. In addition, ANHSI was awarded an Expanded Medical Capacity grant from the Bureau of Primary Health Care, effective June 1, 2007, in the amount of \$650,000. If ANHSI continues to meet the goals and the requirements of these federal grants, it will receive approximately \$1,250,000 annually from the federal government. ANHSI also has received grants from the Virginia Health Care Foundation and the Northern Virginia Health Foundation.

The Arlandria Health Center served 9,118 individuals during FY 2007 and provided 20,601 patient visits. Recent data provided by ANHSI indicates that 58% of clients are Alexandria residents; 24% are from Fairfax County; 10% are from Arlington; 6% from Prince William and Loudoun. A few clients are from Stafford County, Washington D.C. and Maryland. ANSHI reports that 80% of patients are uninsured, which is twice the national average for community health centers. 93% of adults and 47% of children are uninsured. ANHSI reports that Arlington County contributes approximately \$32,116 in in-kind support for dental services.

## Other Health Activities

ANHSI's FY 2008 allocation from the City is \$285,000. The agency is requesting an adjustment to maintain current services of \$65,000, for a total of \$350,000. ANHSI also submitted a supplemental request of \$98,400 to cover lease costs at 2 East Glebe Road for FY 2009.

No budget increase is proposed for this organization due to the fiscal constraints facing the City in FY 2009, the increase in other revenue sources for ANHSI, as well as the need for Fairfax County and Arlington County to contribute funds to ANHSI in proportion to their residents' use of ANHSI.

### Health Systems Agency of Northern Virginia

The Health Systems Agency (HSA) of Northern Virginia was incorporated in 1975 as a Virginia non-profit organization to ensure accessible health facilities in the Northern Virginia area and to prevent unnecessary duplication of health resources by providing health planning and coordination of services with other health organizations and agencies. In June 1990, the HSA was designated the regional health planning agency for Northern Virginia by the Virginia Health Planning Board under the authority of the Virginia Health Planning and Resources Development Act. Participating local jurisdictions are asked to contribute ten cents per capita to the HSA for FY 2009. Alexandria's share is \$13,600.

\* The Arlandria Health Center (formerly the Arlandria Health Center for Women and Children) began in 1993 as a unique public-private partnership between the City of Alexandria, the Alexandria Health Department, the Commonwealth of Virginia, and the private sector. Alexandria Neighborhood Health Services, Inc. (ANHSI), a not-for-profit organization, was created in 1996 to sustain and manage the clinic as the initial federal funding obtained by the Alexandria Health Department ended. In late 2003, ANHSI was awarded a three-year federal grant to establish and operate a Community Health Center (CHC) in Alexandria, known as the Arlandria Health Center. As Northern Virginia's first Federally Qualified Community Health Center, the Arlandria Health Center expanded its array of primary care services and began serving men. In November 2005, the Health Center expanded into space at 2 East Glebe Road, which complements existing space at 3802 and 3804 Executive Avenue (Presidential Greens). The new facility serves the adult population.

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# Operating Agencies

## COMMUNITY DEVELOPMENT

Office of Housing .....	16-2
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Economic Development Activities.....	16-25

# Office of Housing

**Mission Statement:** The mission of the Office of Housing is to preserve and expand decent, safe and affordable housing opportunities for City residents, primarily low & moderate-income families; to monitor compliance with fair housing laws and requirements for relocation assistance to tenants displaced by condominium conversions; to facilitate compliance with state and local laws affecting landlord tenant rights & responsibilities; and to encourage residential and commercial revitalization.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$20,558,818	\$23,935,944	\$9,024,740
Less Revenues	\$16,707,515	\$20,303,923	\$5,251,043
Net Gen. Fund Expenditures	\$3,851,303	\$3,632,021	\$3,773,697
Authorized Positions (FTE's)	20.0	18.0	18.0

- FY 2009 total personnel costs increased by \$47,298 or 2.8% (\$69,912 increase in General Fund partially offset by a \$22,614 decrease in Special Revenue); the increase was due a retirement rate increase (\$9,288), changes to healthcare elections (\$21,501), and a \$12,706 decrease to vacancy savings (thus increase in salaries). Vacancy savings decreased due eliminating 2 positions in the FY 2008 budget, which also affected FY 2009 special revenue personnel costs.
- Total non-personnel costs decreased \$15.0 million or 67.3%, mostly due to decreasing special revenue carryover (\$1.3 million), Housing Trust Fund carryover (\$1.2 million), Housing Trust Fund (\$0.8 million), Program income (\$0.5 million), and the spend down in FY 2008 of Affordable Housing Bonds and Dedicated revenue carryover (\$11.3 million).

### Highlights

- In FY 2009 the proposed General Fund budget increased by \$141,676 or 3.9%. This increase was primarily due to \$69,912 in General Fund personnel costs described to the right, and a \$169,579 increase in the net value of one cent of the real estate tax after debt service. These increases were partially offset by a \$100,000 decrease to the General Fund contribution to the Housing Opportunity Fund (HOF).

## Office of Housing Programs and Activities

### Leadership & Mgmt Support Services

Leadership & General Management  
Grant & Financial Management

### Home Ownership

Lending & Loan Management  
Counseling & Training  
Sales & Marketing

### Housing Rehabilitation

Financing & Loan/Grant Management  
Counseling & Training  
Sales & Marketing

### Landlord Tenant Relations

Landlord Tenant Mediation & Education  
Fair Housing Enforcement & Education

### Affordable Housing Development & Preservation

Securing & Fostering Affordable Unit Development  
Lending

## Dept Info

### Department Contact Info

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<http://alexandriava.gov/housing/>

### Department Head

Mildrilyn Davis, Director  
703.838.4990  
Mildrilyn.Davis@alexandriava.gov

### Department Staff

Helen McIlvaine, Deputy Director  
Melodie Baron, Division Chief, Landlord-Tenant Relations  
Shane Cochran, Division Chief, Program Implementation  
Eric Keeler, Division Chief, Program Administration  
David Swartz, Fiscal Officer

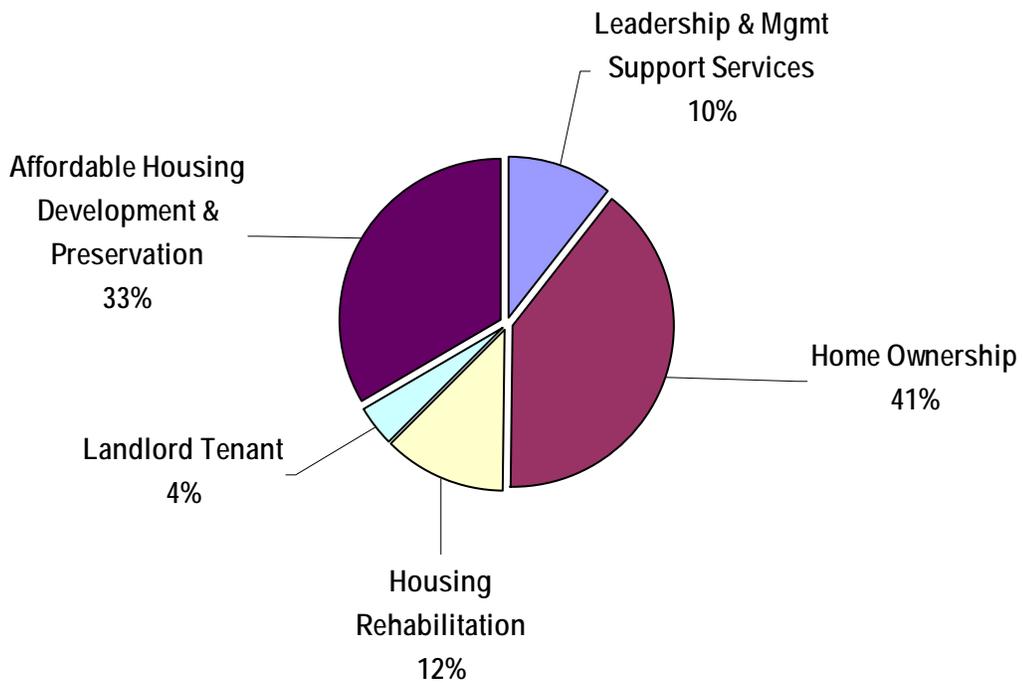
# Office of Housing

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
# of participants served in home buyer training and education opportunities	427	575	575
Total # of households receiving homeownership loans	74	84	80
Total # of home rehabilitation loan or grants obligated	9	13	15
# landlord tenant disputes mediated	1071	750	750
% of tenant issues successfully resolved	98%	95%	95%
# of affordable units pledged by developers	77	615*	TBD
# of Lending projects financed (counted at City loan approval)	5	4	TBD

\* Assumes Hunting Towers proposal is approved.

## FY 2009 Proposed Expenditures by Program



# Office of Housing

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$1,946,461	\$1,699,463	\$1,746,761	2.8%
Non-Personnel	18,602,806	22,236,481	7,277,979	-67.3%
Capital Goods Outlay	9,551	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$20,558,818</u></b>	<b><u>\$23,935,944</u></b>	<b><u>\$9,024,740</u></b>	<b>-62.3%</b>
<b>Less Revenues</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	611,249	1,983,506	1,985,506	0.1%
Special Revenue Carryover**	3,123,435	2,372,091	1,066,176	-55.1%
Special Revenue Program Income	872,857	969,000	450,000	-53.6%
Housing Trust Fund	1,630,233	1,468,771	704,367	-52.0%
Housing Trust Fund Carryover**	696,429	2,226,218	1,044,994	-53.1%
Affordable Housing Bonds & Dedicated Revenue Carryover***	9,773,312	11,284,337	0	-100.0%
<b>Total Designated Funding Sources</b>	<b><u>\$16,707,515</u></b>	<b><u>\$20,303,923</u></b>	<b><u>\$5,251,043</u></b>	<b>-74.1%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$3,851,303</u></b>	<b><u>\$3,632,021</u></b>	<b><u>\$3,773,697</u></b>	<b>3.9%</b>

\* FY2007 actual non-personnel expenditures were higher than budgeted for the following reasons: \$6,315,000 was spent in carryover City bond and federal monies for the acquisition of Lacy Court Apartments; and \$7,750,000 was spent in carryover bond and real estate tax monies, along with new and carryover Housing Opportunities Fund and Housing Trust Fund income for the acquisition of ParcView Apartments.

\*\*Carryover monies have been added to the FY 2008 Approved Budget, and are also shown in the FY 2009 Proposed Budget, to provide more accurate information on expenditures from year to year. Carryover monies are included for Special Revenue Fund (CDBG and HOME grants, Homeownership Fair vendor fees), Housing Trust Fund, and Affordable Housing Bonds and Dedicated Revenue. The differences between the Carryover amounts in the Sources and Uses table presented in the FY 2008 Approved Budget and Carryover amounts shown here are the result of more accurate information (as opposed to mid-year estimates) after the close of FY 2007.

\*\*\*The Affordable housing Bond and Dedicated Revenue carryover for FY 2008 includes bond authority remaining from the FY 2006 bond authorization of \$22.1 million. FY 2008 expenditures may exceed this figure (and would require additional bond authorization) if the Gunston Hall project goes forward. Proposed FY 2009 budget assumes all available monies will be spent in FY 2008.

# Office of Housing

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	\$1,085,101	\$1,023,618	\$943,889	-7.8%
Home Ownership	\$3,168,203	\$5,672,514	\$3,595,627	-36.6%
Housing Rehabilitation	\$1,164,145	\$1,945,542	\$1,091,370	-43.9%
Landlord Tenant	\$341,376	\$372,835	\$378,396	1.5%
Affordable Housing Development & Preservation	\$14,799,994	\$14,921,435	\$3,015,458	-79.8%
<b>Total Expenditures</b>	<b>\$20,558,819</b>	<b>\$23,935,944</b>	<b>\$9,024,740</b>	<b>-62.3%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	7.0	5.8	5.8	0.0%
Home Ownership	4.2	4.2	4.2	0.0%
Housing Rehabilitation	3.0	2.2	2.2	0.0%
Landlord Tenant Relations	3.9	3.9	3.9	0.0%
Affordable Housing Development & Preservation	1.9	1.9	1.9	0.0%
<b>Total full time equivalents (FTE's)</b>	<b>20.0</b>	<b>18.0</b>	<b>18.0</b>	<b>0.0%</b>

# Office of Housing

## Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively, and to work effectively with members of the public and with state and regional bodies to heighten awareness of Alexandria's housing goals, in order to advance the realization of the City's affordable housing goals.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	5.3%	4.3%	10.5%
Total Expenditures	\$1,085,101	\$1,023,618	\$943,889
Less Special Revenues	227,393	277,994	281,713
Less Other Revenues, Including Carry over	284,986	181,406	12,875
Net General Fund Expenditures	\$572,722	\$564,218	\$649,301
<b>Program Outcomes</b>			
% of activities achieving target service levels	90.0%	90.0%	100.0%

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to ensure the efficient administration of departmental activities, provide support to City-appointed citizen bodies, provide input to regional or statewide housing bodies, and inform the public about housing issues and Office of Housing programs.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$458,863	\$465,258	\$487,428
FTE's	3.0	1.8	1.8
# of departmental FTEs supported	20.0	18.0	18.0
# of activities managed	10	10	10
# educational presentations made	23	20	22

GRANT AND FINANCIAL MANAGEMENT – The goal of the Grant and Financial Management Activity is to secure, monitor, and report on federal, state and local funds for housing and community development activities in order to provide adequate funding for housing programs.			
Expenditures	\$626,238	\$558,360	\$456,461
FTE's	4.0	4.0	4.0
\$ amount of federal grant funds received	\$2,109,242	\$2,109,242	\$2,099,506
# of federal applications and reports produced	10	10	12
% funding sources administered within budget	100%	100%	100%

# Office of Housing

## Home Ownership Program

The goal of the Homeownership Program is to provide financing, training, and counseling in order to make home ownership possible for low and moderate income Alexandria residents and workers.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	15.4%	23.7%	39.8%
Total Expenditures	\$3,168,203	\$5,672,514	\$3,595,627
Less Special Revenues	174,658	624,985	1,022,810
Less Other Revenues, Including Carry over	2,650,736	4,494,669	2,111,292
Net General Fund Expenditures	\$342,809	\$552,860	\$461,525
Program Outcomes			
% of lender-ready applicants receiving City loan assistance	38.1%	40.0%	25.0%

### Activity Data

LENDING & LOAN MANAGEMENT – The goal of the Lending and Loan Management Activity is to provide home purchase loans to low and moderate income Alexandria workers and residents in order to improve their economic stability.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$2,883,752	\$5,364,378	\$3,306,982
FTE's	3.3	3.3	3.3
Total # of households receiving homeownership loans	74	84	80
Cost per household receiving homeownership loan	\$38,970	\$63,862	\$41,337
% of loans closed within 60 days of receipt of loan package	100%	100%	100%

COUNSELING & TRAINING – The goal of the Counseling and Training Activity is to provide home buyer training and education opportunities to low and moderate income Alexandria workers and residents in order to improve their readiness for home ownership.			
Expenditures	\$130,187	\$142,865	\$136,921
FTE's	0.4	0.4	0.4
# of participants served in home buyer training and education opportunities	427	575	575
Cost per participant served	\$304.89	\$248.46	\$238.12
% of prescreened applicants completing home buyer training curriculum	77.5%	25.0%	25.0%

SALES AND MARKETING – The goal of the Sales and Marketing Activity is to place eligible buyers in committed long term affordable units in order for the community to remain economically diverse.			
Expenditures	\$154,264	\$165,271	\$151,724
FTE's	0.5	0.5	0.5
# of sales units placed under contract (including resale)	10	TBD	TBD
Cost per unit under contract	\$15,426	TBD	TBD
% of units under contract within 6 months of listing	100%	100%	100%

# Office of Housing

## Housing Rehabilitation Program

The goal of the Housing Rehabilitation Program is to provide finance, consulting and project management in order to improve the quality of the City's existing housing stock and maintain accessible, decent, safe and sanitary housing for low income City residents.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	5.7%	8.1%	12.1%
Total Expenditures	\$1,164,144	\$1,945,542	\$1,091,370
Less Special Revenues	131,147	788,023	385,000
Less Other Revenues, Including Carry over	1,032,997	1,157,519	706,370
Net General Fund Expenditures	\$0	\$0	\$0
Program Outcomes			
% of applicants with improved housing conditions	100%	100%	100%

### Activity Data

FINANCING & LOAN/GRANT MANAGEMENT – The goal of Financing and Loan/Grant Management is to provide home rehabilitation loans to low income Alexandria home owners to improve the condition or accessibility of their housing. Accessibility improvements are available to Alexandria renters.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,164,144	\$1,945,542	\$1,091,370
FTE's	3.0	2.2	2.2
Total # of home rehabilitation loan or grants obligated	9	13	15
Total # of home rehabilitation loan subordinated	8	15	15
Cost per loan transaction	\$68,479	\$69,484	\$36,379
% of non-lead based projects completed within 6 months of contract execution	100%	100%	100%
% of lead based projects completed within 9 months of contract execution	100%	100%	100%

# Office of Housing

## Landlord Tenant Relations Program

The goal of Landlord Tenant Relations is to mediate disputes, provide counseling, referrals, and information regarding the rights and responsibilities of both landlords and tenants in order to foster positive relations and prevent evictions where appropriate.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	1.7%	1.6%	4.2%
Total Expenditures	\$341,376	\$372,835	\$378,396
Less Special Revenues	42,051	52,504	55,983
Less Other Revenues, Including Carry over	5,279	0	0
Net General Fund Expenditures	\$294,046	\$320,331	\$322,413
Program Outcomes			
% of tenant issues successfully resolved	98.0%	95.0%	95.0%

### Activity Data

LANDLORD TENANT MEDIATION & EDUCATION – The goal of Landlord Tenant Mediation and Education is to provide information and mediation to landlords and tenants based on legal rights and responsibilities, and to provide oversight of condominium conversions in order to enhance the understanding of landlord and tenant rights and responsibilities, resolve disputes satisfactorily, and ensure compliance with state and local laws regarding condominium conversion.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$261,406	\$288,298	\$290,172
FTE's	3.1	3.1	3.1
# landlord tenant disputes mediated	1,071	750	750
# of clients served for information and referral	4,411	4,000	4,000
Program cost per 1,000 Alexandria rental units	\$8,150	\$9,104	\$9,163

FAIR HOUSING ENFORCEMENT & EDUCATION – The goal of Fair Housing Enforcement and Education is to eliminate housing discrimination through testing, training of housing industry professionals and educating consumers regarding their fair housing rights.			
Expenditures	\$79,970	\$84,537	\$88,224
FTE's	0.8	0.8	0.8
# Testing reports completed	1	1	1
Cost per housing unit in the City eligible for testing or training (apartment complex, mortgage lender, real estate firm)	\$509	\$538	\$562
% positive evaluation by participants of training	TBD	90%	TBD

# Office of Housing

## Affordable Housing Development & Preservation Program

The goal of Affordable Housing Development and Preservation is produce and preserve a range of permanent affordable housing types for low and moderate income Alexandria workers and residents in order to promote a diverse and vibrant community.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	72.0%	62.3%	33.4%
Total Expenditures	\$14,799,994	\$14,921,435	\$3,015,458
Less Special Revenues	36,000	240,000	240,000
Less Other Revenues, Including Carry over	12,122,269	12,486,823	435,000
Net General Fund Expenditures	\$2,641,725	\$2,194,612	\$2,340,458
Program Outcomes			
% of all residential/mixed-use development activity resulting in committed affordable units	26.0%	33.0%	33.0%

### Activity Data

SECURING & FOSTERING AFFORDABLE UNIT DEVELOPMENT – The goal of Securing and Fostering Affordable Unit Development is to work with private developers to facilitate commitments of funds for affordable housing and/or commitments of on-site affordable units in new developments, and to provide affordable housing developers technical assistance, project oversight, and construction supervision, as required, to ensure that all available financial resources are leveraged to maximize opportunities for quality affordable housing production.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$102,379	\$365,127	\$276,388
FTE's	1.3	1.3	1.3
# of affordable units pledged by developers	77	615*	TBD
# of units resulting from technical assistance provided by the City**	336	100	100
Total # of affordable units (rental & sales) pledged or receiving city technical assistance	349***	100	TBD
\$ contributed to Housing Trust Fund by developers	\$180,210	\$1,424,077	\$509,208
% of affordable units of total units developed	94%	100%	100%

\* Assumes Hunting Towers proposal is approved

\*\* Counted at loan settlement

\*\*\* Eliminated 64 units to avoid duplication as these units were pledged and also received technical assistance.

LENDING – The goal of Lending is to provide City-secured funds to non profit development organizations and private developers to subsidize the costs of producing and/or preserving affordable rental or special needs housing.			
Expenditures	\$14,697,615	\$14,556,308	\$2,739,069
FTE's	0.7	0.7	0.7
# of projects financed*	5	4	TBD
# of units committed	316	200	TBD
Average loan amount committed per unit financed	\$78,169	TBD	TBD
% of loans approved or denied within 60 days of application	100%	100%	100%

# Office of Housing

## Summary of Budget Changes

### Changes Recommended in City Manager's Alternative Budget

<b>Activity</b>	<b>Option</b>	<b>FY 2009 Impact</b>
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<b>Lending</b>	<i>Reduction to Housing Opportunities Fund (HOF)</i>	<b>-\$100,000</b>
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The City contributes \$300,000 to the HOF from the General Fund, in addition to the HOME grant of \$240,000 and HOME match of \$60,000. The match is required for the grant, however, the additional \$300,000 is not. Therefore, \$100,000 of the City's General Fund contribution towards the HOF will be eliminated in the City Manager's proposed budget, but is recommended to be restored if additional resources are available in the City Manager's alternative budget.

# Office of Housing

## FY 2009 Housing Program Sources and Uses

Program Activity (Uses)	Home Ownership			Housing Rehab.	Landlord Tenant		Affordable Housing Development & Preservation		Leadership & Mgmt Support Services*		Totals
	Lending & Loan Management	Counseling & Training	Sales & Marketing		Financing & Loan/Grant Management	Landlord Tenant Mediation & Education	Fair Housing Enforcement & Education	Securing & Fostering Affordable Development	Lending	Leadership & General Management	
<b>CDBG</b>											
New Grant	517,365			385,000		55,983			52,725	147,492	1,158,565
Program Income	125,000			200,000							325,000
Carryover	151,022			503,370					3,863	9,012	667,267
	793,387			1,088,370		55,983			56,588	156,504	2,150,832
	<b>14 Hap Loans</b>			<b>11 HRLP Loans</b>		<b>1 Testing Round</b>					
				<b>2 RAMP Loans</b>							
<b>HOME</b>											
New Grant	497,445									32,598	818,941
Program Income	125,000										125,000
Carryover	319,127										319,127
	941,572										1,263,068
	<b>22 Hap Loans (w/ General Fund below)</b>										
<b>GENERAL FUND</b>											
New	168,582	16,858	151,724		290,172	32,241	276,388	38,194	381,942	267,359	1,623,461
New HOME Match	124,361							60,000			184,361
Carryover HOME Match	79,782										79,782
	372,725	16,858	151,724		290,172	32,241	276,388	98,194	381,942	267,359	1,887,604
			TBD units placed under contract				TBD Pledged Units Completed	TBD Projects Financed			
		575 Clients Served (w/ HTF below)		750 Disputes Mediated & 4,000 Clients Served		3 Fair Housing Trainings Conducted					
<b>Housing Trust Fund</b>											
New	195,159	109,208		3,000				400,000			704,367
Carryover	1,004,139	2,855		3,000				35,000			1,044,994
	1,199,298	112,063						435,000			1,749,361
	<b>36 MIHP Loans</b>			<b>2 Mini-RAMP Grants</b>				TBD Projects Financed			
	<b>8 EHHP Loans</b>										
<b>OTHER NON-FED</b>											
New		8,000									8,000
		Homeowner-ship Fair									
<b>TAX REVENUE</b>											
Real Property Tax								1,965,875			1,965,875
								TBD Projects Financed			
<b>ALL FUNDS</b>	<b>3,306,982</b>	<b>136,921</b>	<b>151,724</b>	<b>1,091,370</b>	<b>290,172</b>	<b>88,224</b>	<b>276,388</b>	<b>2,739,069</b>	<b>487,428</b>	<b>456,461</b>	<b>9,024,740</b>

\* All Leadership and General Management funds are used to manage 10 activities & 22 educational presentations. All Grant & Financial Management funds are used to produce 12 federal reports, manage \$2 million of federal grant funds & administer 100% of funding sources within the budget.

## Office of Housing

### Miscellaneous Information

Proposed Housing Trust Fund expenditures include a new allocation of \$1,006,994 in estimated carryover Housing Trust Fund monies for the following ongoing programs:

- \$929,298 for the Moderate Income Homeownership Program
- \$74,841 for the Employee Homeownership Incentive Program
- \$2,855 for Homeownership Counseling Services

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2008 will be used to supplement the following ongoing programs:

- \$400,000 for the Housing Opportunities Fund
- \$109,208 for Homeownership Counseling Services
- \$17,700 for the Employee Homeownership Incentive Program

# Planning & Zoning

**Mission Statement:** The mission of Planning and Zoning is to involve the community in creating a shared vision for Alexandria's future, and to ensure that all new development reflects this vision.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$5,422,763	\$5,737,226	\$6,099,182
Less Revenues	\$413,589	\$667,042	\$608,343
Net Gen. Fund Expenditures	\$5,009,174	\$5,070,184	\$5,490,839
Authorized Positions (FTE's)	47.5	48.5	49.5

### Highlights

- In FY 2009 the proposed General Fund budget increased by \$420,655 (8.3%).
- FY 2009 personnel costs increased by \$447,791 (10.2%) due to step increases, changes in benefit rates, the addition of a Principal Planner (\$127,233) approved during FY 2008 for Eisenhower West development, several job reclassifications/reallocations, and a new position proposed for FY 2009 for the new multi-departmental Permit Center (\$86,849).

- Total non-personnel costs decreased \$63,102 or 4.8% due to the elimination of an FY 2008 one time budget amount of \$80,000 for the 100 year old building survey and partly offset by adjustments to base including \$5,028 for increased GIS software support fees, and \$5,699 for computer replacement.
- Capital outlay decreased by \$22,733 due to the elimination of a one time expenditure of \$42,690 for office furniture and offset by a current services adjustment of \$19,957 for vehicle replacement (the total adjustment is \$24,100 and includes the depreciation and maintenance).
- Development fees are proposed to be increased \$418,868 in order to recover more of the costs related to development.

## Planning & Zoning Programs and Activities

**Leadership & Mgmt Support Services**  
Leadership & General Management

**Neighborhood and Community Planning**  
Small Area Plans, Special Studies &  
Citywide Projects

**Development Review**  
Plan & Development Permit Review  
Urban Design Review

**Land Use Regulatory Services**  
Zoning Administration and Enforcement  
Permit and License Review  
Historic Preservation

**Geographic Information**  
Data Development  
Application Support  
User Support

## Dept Info

**Department Contact Info**  
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**Department Staff**

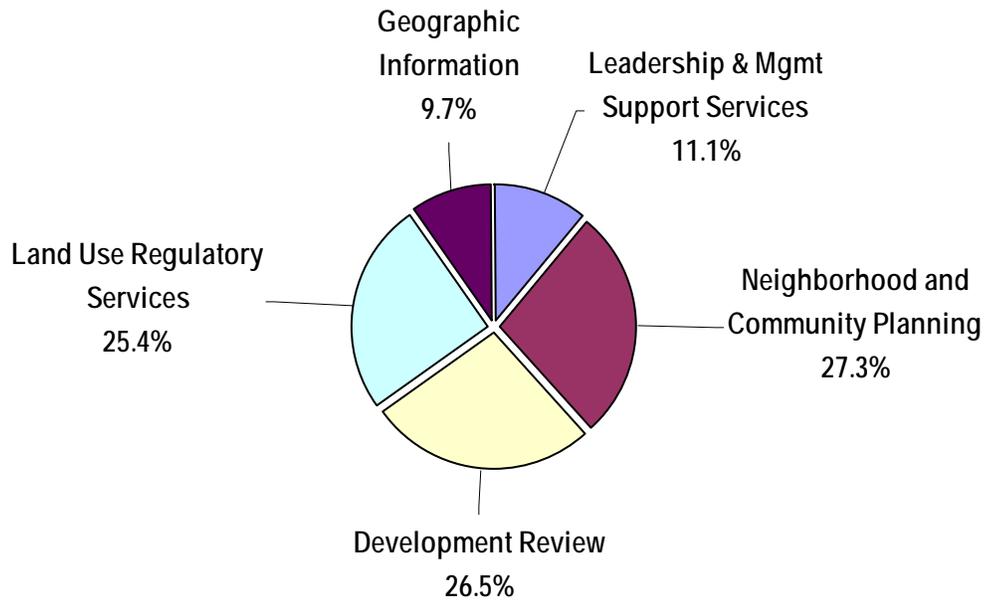
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- Cicely Woodrow, Supv Admin Officer  
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# Planning & Zoning

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of businesses satisfied with the community planning/neighborhood development process and outcome	NA	85%	85%
# of development plans processed	68	125	125
# of design reviews processed	573	700	700
# of zoning complaints and Special Use Permits (SUP) monitored for compliance	628	600	600
% Zoning complaints and of SUP violations resolved within 30 days	NA	80%	80%
# of permits/licenses/BZA applications/plot plans processed	6,096	5,400	5,675
# of Historic Preservation applications/permits processed	1,242	1,300	1,430
% of GIS custom applications stakeholders satisfied or very satisfied with the application solution	NA	90%	90%

## FY 2009 Proposed Expenditures by Program



# Planning & Zoning

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$4,008,678	\$4,372,680	\$4,820,471	10.2%
Non-Personnel	1,393,051	1,321,856	1,258,754	-4.8%
Capital Goods Outlay	21,034	42,690	19,957	-53.3%
<b>Total Expenditures</b>	<b>\$5,422,763</b>	<b>\$5,737,226</b>	<b>\$6,099,182</b>	<b>6.3%</b>
<b>Less Revenues</b>				
Internal Service	\$0	\$0	\$0	NA
Special Revenue Fund	413,589	667,042	608,343	-8.8%
<b>Total Designated Funding Sources</b>	<b>\$413,589</b>	<b>\$667,042</b>	<b>\$608,343</b>	<b>-8.8%</b>
<b>Net General Fund Expenditures</b>	<b>\$5,009,174</b>	<b>\$5,070,184</b>	<b>\$5,490,839</b>	<b>8.3%</b>
<b>Total Department FTE's</b>	<b>47.5</b>	<b>48.5</b>	<b>49.5</b>	<b>2.1%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved*	FY 2009 Proposed	% Change 2008-2009
Leadership and Management Support Services	\$603,527	\$638,525	\$679,556	6.4%
Neighborhood and Community Planning	1,479,357	1,565,144	1,665,719	6.4%
Development Review	1,474,670	1,560,185	1,617,751	3.7%
Land Use Regulatory Services	1,345,692	1,423,728	1,546,164	8.6%
Geographic Information	519,518	549,644	589,992	7.3%
<b>Total Expenditures</b>	<b>\$5,422,763</b>	<b>\$5,737,226</b>	<b>\$6,099,182</b>	<b>6.3%</b>

\* FY 2009 expenditures reflect more accurate allocations of program and activity resources than in FY 2008, which was the first year of establishing program and activity budgets. The FY 2008 Programs and Activities have been adjusted to reflect these base budget adjustments. Specific resource variance due to supplemental increases and expenditure reductions and their impact on a particular activity are fully described.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved*	FY 2009 Proposed	% Change 2008-2009
Leadership and Management Support Services	5.4	5.5	5.5	0.0%
Neighborhood and Community Planning	8.7	9.6	8.9	-7.3%
Development Review	14.1	14.1	14.6	3.5%
Land Use Regulatory Services	13.5	13.5	14.7	8.9%
Geographic Information	5.8	5.8	5.8	0.0%
<b>Total FTE's</b>	<b>47.5</b>	<b>48.5</b>	<b>49.5</b>	<b>2.1%</b>

\* 1.0 FTE increase from FY 2008 Approved document reflects the addition of a full-time Principal Planner position to be utilized for Eisenhower West Development.

# Planning & Zoning

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide assistance to planning staff, other department staff, and the public by keeping people informed about important planning activities.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	11.1%	11.1%	11.1%
Total Expenditures	\$603,527	\$638,525	\$679,556
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$603,527	\$638,525	\$679,556
Program Outcomes			
% of effectiveness targets met	NA	TBD	TBD

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and Management Support Services is to provide assistance to planning staff, other department staff, and the public by keeping them informed about important planning activities	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$603,527	\$638,525	\$679,556
FTE's	5.4	5.5	5.5
# of FTE's supported	47.5	48.5	49.5
% of effectiveness targets met	NA	100%	100%
Council and Freedom Of Information Act (FOIA) requests processed	82	95	95
Leadership and General Management expenditures as % of departmental total	11.1%	11.1%	11.1%

# Planning & Zoning

## Neighborhood and Community Planning Program

The goal of the Neighborhood and Community Planning Program is to work with City residents to create neighborhood plans, and to build consensus on a vision for the future that reflects community goals and expectations.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	27.3%	27.3%	27.3%
Total Expenditures	\$1,479,357	\$1,565,144	\$1,665,719
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,479,357	\$1,565,144	\$1,665,719
Program Outcomes			
% of citizens satisfied with the community planning/neighborhood planning process and outcome	NA	TBD	TBD

### Activity Data

SMALL AREA PLANS, SPECIAL STUDIES & CITYWIDE PROJECTS – The goal of Small Area Plans, Special Studies & Citywide Projects is to create a plan for an identified area that provides a vision and formulate recommendations for implementation to improve the quality of the community.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,479,357	\$1,565,144	\$1,665,719
FTE's	8.7	9.6	8.9
# of Small Area Plans and Special Studies and City-wide projects in process	11	11	11
Cost per plan or study	\$134,487	\$142,286	\$151,429
% of plans, special studies or City-wide projects approved by decision making body	NA	30%	30%
% of businesses satisfied with the community planning/neighborhood development process and outcome	NA	85%	85%
% of City Departments satisfied with the community planning/neighborhood planning process and outcome	NA	90%	90%

# Planning & Zoning

## Development Review Program

The goal of the Development Review Program is to retain and enhance Alexandria's quality of life by ensuring that development proposals are consistent with the Master Plan and Zoning Ordinance, consist of quality building design, urban design and site planning, and provide an overall public benefit.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	27.2%	27.2%	26.5%
Total Expenditures	\$1,474,670	\$1,560,185	\$1,617,751
Less Revenues	\$413,589	\$667,042	\$608,343
Net General Fund Expenditures	\$1,061,081	\$893,143	\$1,009,408
Program Outcomes			
TBD	NA	TBD	TBD

## Activity Data

PLAN & DEVELOPMENT PERMIT REVIEW - The goal of Plan and Development Permit Review is to ensure that high quality development meets regulatory obligations and involves the community at the formative stage of each project.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,000,692	\$1,058,722	\$1,084,064
FTE's	7.2	7.2	9.1
# of development plans processed	68	125	125
Development plan processed per FTE	9.4	17.4	13.7
# of permits reviewed	664	800	1,000
Permit reviews per FTE	92.2	111.1	109.5
% of permits completed according to scheduled date	NA	84%	84%
% of plans completed according to scheduled date	NA	70%	70%

URBAN DESIGN REVIEW – The goal of Urban Design Review is to ensure that proposed development is compatible and appropriate for its setting, and enhances the quality and livability of the community.			
Expenditures	\$473,978	\$501,463	\$533,687
FTE's	6.9	6.9	5.5
# of design reviews processed	573	700	700
Cost per design review	\$827	\$716	\$762

# Planning & Zoning

## Land Use Regulatory Services Program

The goal of the Land Use Regulatory Services Program is to administer and enforce zoning and subdivision regulations, review and approve construction permits and business licenses for compliance with the Zoning Ordinance, and respond to citizen complaints and inspect property for zoning compliance.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	24.8%	24.8%	25.4%
Total Expenditures	\$1,345,692	\$1,423,728	\$1,546,164
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,345,692	\$1,423,728	\$1,546,164
Program Outcomes			
% of schedule targets met	NA	100%	100%

### Activity Data

ZONING ADMINISTRATION AND ENFORCEMENT – The goal of Zoning Administration and Enforcement is to ensure compliance with zoning ordinances and applicable regulations and enforce provisions of special use permits in order to promote safe and orderly development.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$763,720	\$808,008	\$927,454
FTE's	7.7	7.7	8.7
# of customers served	NA	15,000	17,000
Cost per customer served	NA	\$54	\$55
# of zoning complaints and Special Use Permits (SUP) monitored for compliance	628	600	600
% Zoning complaints and of SUP violations resolved within 30 days	NA	80%	80%

PERMIT & LICENSE REVIEW–The goal of Permit & License Review is to assure compliance with zoning regulations through review and approval of permit and license applications.			
Expenditures	\$242,674	\$256,746	\$316,669
FTE's	3.1	3.1	3.3
# of permits/licenses/BZA applications/plot plans processed	6,096	5,400	5,675
Cost per permit/license/BZA applications/plot plans processed	\$40	\$48	\$56
% of permits processed within established schedule	NA	98%	98%

HISTORIC PRESERVATION – The goal of Historic Preservation is to maintain the high quality, reputation and character of the City's historic buildings, and to ensure compliance with historic district requirements through the review and approval of applications for changes to structures in the City's historic districts.			
Expenditures	\$339,298	\$358,974	\$302,041
FTE's	2.7	2.7	2.7
# of Historic Preservation applications/permits processed	1,242	1,300	1,430
Historic Preservation application/permits processed per FTE	460.0	481.5	539.6
# of Historic Preservation special projects in process	6	6	6
% of Historic Preservation applications processed within established schedule	NA	100%	100%

# Planning & Zoning

## Geographic Information Program

The goal of the Geographic Information Program is to enable the City to improve communication and decision-making to ultimately better serve the public through the innovative use of Geographic Information Systems Technology.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	9.6%	9.6%	9.7%
Total Expenditures	\$519,518	\$549,644	\$589,992
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$519,518	\$549,644	\$589,992
Program Outcomes			
% of GIS custom applications stakeholders satisfied or very satisfied with the application solution	NA	90%	90%

### Activity Data

DATA DEVELOPMENT – The goal of Data Development is to develop accurate geographic data to model real world features, attributes and relationships.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$203,887	\$215,711	\$229,572
FTE's	2.3	2.3	2.3
# of data layers maintained	NA	130	130
Cost per data layer maintained	NA	\$1,659	\$1,766
% of layer updates made within prescribed deadlines.	NA	95%	95%

APPLICATION SUPPORT – The goal of Application Support is to provide applications including internet access which address the specific needs of the City of Alexandria's GIS stakeholders.			
Expenditures	\$170,653	\$180,549	\$197,179
FTE's	1.7	1.7	1.7
# of users served with custom GIS application	NA	160	160
Custom user served per FTE	NA	95.2	95.2
# hits on GIS internet map server application	53,225	60,000	60,000
Cost per internet user served	NA	TBD	TBD
% of GIS custom applications stakeholders satisfied or very satisfied with the application solution	NA	NA	90%

USER SUPPORT – The goal of User Support is to provide departments and agencies with mapping and analysis.			
Expenditures	\$144,977	\$153,385	\$163,241
FTE's	1.8	1.8	1.8
# of requests processed	173	190	190
Cost per request processed	\$838	\$807	\$859
% of requests completed within agreed timeline	NA	95%	95%

# Planning & Zoning

## Summary of Budget Changes

### Adjustments to Maintain Current Services

Activity	Adjustment	FY 2009 Proposed
<b>Zoning Administration</b>	<i>Vehicle Replacement</i>	<b>\$24,100</b>
<p>The job function of City Zoning Inspectors requires that they be in the field approximately 90% of each work day. Further, the positions require vehicles with the capacity to hold large signs, forms, some tools and be large enough to be visible when parked on the side of the road or in traffic while taking down illegal signage or performing inspections. The two vehicles currently being used were discarded from another department and are fully depreciated. One of the vehicles is experiencing mechanical difficulties and it is not cost effective to fix. Planning &amp; Zoning does not have a sufficient balance in the Vehicle Replacement fund for a new vehicle. This request covers the purchase price, depreciation and maintenance of one new sedan.</p>		
<b>Application Support</b>	<i>GIS Application Maintenance</i>	<b>\$5,028</b>
<p>This adjustment to base is intended to cover an increase in fees for contracted City software support.</p>		

### Supplemental Adjustments to the Budget

Activity	Supplemental Request	FY 2009 Proposed
<b>Zoning Admin &amp; Permit/License Review</b>	<i>Permit Center Staff</i>	<b>1 FTE \$86,849</b>
<p>Planning and Zoning, T&amp;ES and Code Enforcement are working jointly to create a "one-stop-shop" new Permitting Center where residents and light commercial businesses can complete much of their permitting needs in one location. In order to staff the new Permitting Center with appropriate Land Use Zoning Compliance staff, the Administration Section requires the addition of an Urban Planner II. This staff will be responsible for administering the zoning and subdivision regulations to citizens and other members of the public, by reviewing a wide range of proposals from large scale development projects for public hearing to small residential additions filed as construction permits. In order for the division to keep up with the reviews generated by large scale development projects and building permits filed, the department will need to hire staff to cover the new center, as existing staff are fully occupied by the current work program of this division, that has increased in number and complexity during the past three years. This position will be funded through an increase in development related fees (see page 10).</p>		

# Planning & Zoning

## Summary of Budget Changes

Fee Increases in the Proposed Budget		
Activity	Fee Adjustment	FY 2009 Proposed
<b>All Development Activities</b> <i>Current fee is:</i> \$2,000 + \$8 per 100 square feet, \$20,000 maximum <i>Proposed fee:</i> \$3,000 + \$12 per 100 square feet, \$30,000 maximum	<i>Final Site Plan Fees</i>	<b>\$190,000</b>
<b>All Development Activities</b> <i>Current fee is:</i> \$500 + \$30 per lot for < 10 lots <i>Proposed fee:</i> \$2,000 + \$500 per lot for < 10 lots  <i>Current fee is:</i> \$1,500 + \$30 per lot for 10 or more lots <i>Proposed fee:</i> \$3,000 + \$500 per lot for 10 or more lots	<i>Preliminary Subdivision Fees</i>	<b>\$42,030</b>
<b>All Development Activities</b> <i>Current fee is:</i> \$350 for < 10 lots + \$250 per review beyond second <i>Proposed fee:</i> \$1,000 for < 10 lots + \$500 per review beyond second  <i>Current fee is:</i> \$1,000 for 10 or more lots + \$250 per review beyond second <i>Proposed fee:</i> \$2,000 for 10 or more lots + \$500 per review beyond second	<i>Final Subdivision Fees</i>	<b>\$3,300</b>
<b>All Development Activities</b> <i>Current fee is:</i> \$1,000 + \$2.00 per 100 square feet, \$20,000 maximum (or if preliminary application is filed with the concept application, 50% of this amount) <i>Proposed fee:</i> \$2,000 + \$10.00 per 100 square feet, \$30,000 maximum	<i>CDD Concept Plan Fees</i>	<b>\$42,160</b>
<b>All Development Activities</b> <i>Current fee is:</i> \$1,000 + \$2.00 per 100 square feet, max \$20,000+\$1,000 for resubmission beyond first completeness <i>Proposed fee:</i> \$2,000 + \$10.00 per 100 square feet, max \$30,000+\$2,000 for resubmission beyond first completeness  <i>Current fee is:</i> \$150 revised or deferred application <i>Proposed fee:</i> \$500 revised or deferred application	<i>Development Site Plan/SUP Fees</i>	<b>\$87,824</b>
<b>All Development Activities</b> <i>Current fee is:</i> \$1,000 + \$2.50 per 100 square feet of additional floor area <i>Proposed fee:</i> \$2,000 + \$10.00 per 100 square feet of additional floor area	<i>Development Site Plan/SUP Amendment Fees</i>	<b>\$9,000</b>
<b>All Development Activities</b> <i>Current fee is:</i> \$10 per 1,000 square feet <i>Proposed fee:</i> \$100 per 1,000 square feet	<i>Transportation Management Plan SUP Fees</i>	<b>\$44,554</b>
<b>Total</b>		<b>\$418,868</b>

# Planning & Zoning

## Summary of Budget Changes

### Changes Recommended in City Manager's Alternative Budget

Activity	Option	FY 2009 Proposed
<b>Historic Preservation</b> The request is for one Urban Planner I to be converted from a part-time temporary position, and one new Urban Planner II. The Historic Preservation activity has approximately 1,000 docket items heard annually by the Parker-Gray Historic District and the Old and Historic District Boards of Architectural Review (BARs). The Historic Preservation section is also taking the lead in implementing a number of new initiatives that are raising the visibility of historic preservation in the City. The new positions would help to mitigate the increasing workload. Due to revenue constraints, this is not included in the City Manager's proposed budget. If additional resources are available, this is a recommended supplemental request in the City Manager's alternative budget.	<i>Historic Preservation Positions</i>	<b>2 FTE's</b> <b>\$169,278</b>
<b>Small Area Plans</b> The request is for one new Principal Planner and one Urban Planner III to be converted from a part-time temporary position. This division is responsible for work related to large-scale projects such as Small Area Plans (SAPs) for Braddock Road, Landmark/Van Dorn and Wayfinding, as well as smaller plans including the Infill Task Force, Parking Study and King Street Retail. With current staff, the division is able to work on only two major plans and a few select smaller plans at one time. The new positions will be used to create teams with skilled and experienced leaders giving the chief time to manage and plan strategically so the division can manage up to 3 major plans at a time, as well as smaller studies or requests. Due to revenue constraints, this is not included in the City Manager's proposed budget. If additional resources are available, this is a recommended supplemental request in the City Manager's alternative budget.	<i>Neighborhood Planning &amp; Community Development Positions</i>	<b>2 FTE's</b> <b>\$235,021</b>

# Economic Development Activities

**Mission Statement:** Economic Activities encompasses City contributions to organizations that provide economic development activities that benefit Alexandria residents.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$3,328,220	\$3,675,644	\$3,938,324
Less Revenues and Retained Earnings	\$556,722	\$676,635	\$666,142
Net Gen. Fund Expenditures	\$2,771,498	\$2,999,009	\$3,272,182

### Highlights

- In FY 2009 the proposed General Fund budget increases by \$273,173 or 9.1%
- ACVA's budget includes National Harbor initiatives marketing money in FY 2009 of \$112,080 and \$100,000 for a Regional Marketing Initiative. In addition \$100,000 is being transferred from the Holiday Marketing Program to become part of the Regional Marketing Initiative, for a \$285,771, or 14.5% increase in General Funds.

- Total spending at AEDP is increasing approximately \$147,000, or 17.7%, including a 10% increase in the City's General Fund investment. The AEDP budget reflects a 38% increase in the use of IDA funds. The increase in spending will fund a fully staffed organization with several higher level positions than in prior years.

- All other organizations are receiving level funding compared to FY 2008.

- First Night funding is now identified in Economic Development Activities. The \$50,000 recommended is equal to FY 2008 funding.

## Economic Development Activities

### Economic Development Activities

Alexandria Convention & Visitors Association  
 Alexandria Economic Development Partnership  
 Small Business Development Center  
 Eisenhower Partnership  
 Marketing Fund  
 Holiday Marketing Program  
 Technology Achievement Award

## Contact Information

### Alexandria Convention and Visitors Association

Stephanie Brown, President and CEO  
[www.funside.com](http://www.funside.com)  
[sbrown@alexandria.travel](mailto:sbrown@alexandria.travel)

### Alexandria Economic Development Partnership, Inc.

Stuart Litvin, Executive Director  
[www.alexecon.org](http://www.alexecon.org)  
[litvin@alexecon.org](mailto:litvin@alexecon.org)

### Alexandria Small Business Development Center

Bill Reagan, Executive Director  
[www.alexandriasbdc.org](http://www.alexandriasbdc.org)  
[billr@alexandriasbdc.org](mailto:billr@alexandriasbdc.org)

### Eisenhower Partnership

Janet Gregor, Executive Director  
[www.eisenhowerpartnership.org](http://www.eisenhowerpartnership.org)  
[info@eisenhowerpartnership.org](mailto:info@eisenhowerpartnership.org)

# Economic Development Activities

## Organization Summary Information

Expenditure By Program*	FY 2007 Actuals	FY 2008 Amended*	FY 2009 Proposed	% Change '08 to '09
Alexandria Convention and Visitors Association (ACVA)	\$1,963,141	\$2,210,992	\$2,400,513	8.6%
Alexandria Economic Development Partnership (AEDP)	\$787,979	\$827,342	\$973,896	17.7%
Eisenhower Partnership	\$93,787	\$107,570	\$106,575	-0.9%
Small Business Development Center (SBDC)	\$215,600	\$244,740	\$244,740	0.0%
Marketing Fund	\$112,606	\$135,000	\$135,000	0.0%
Holiday Marketing Program	\$125,000	\$125,000	\$0	-100.0%
Technology Achievement Award Program**	\$5,107	\$0	\$27,600	0.0%
First Night	\$25,000	\$25,000	\$50,000	100.0%
<b>Total Expenditures</b>	<b>\$3,328,220</b>	<b>\$3,675,644</b>	<b>\$3,938,324</b>	<b>7.1%</b>
<b>Less: Revenues and Retained Earnings</b>	<b>\$556,722</b>	<b>\$676,635</b>	<b>\$666,142</b>	<b>-1.6%</b>
<b>Total General Fund Expenditures</b>	<b>\$2,771,498</b>	<b>\$2,999,009</b>	<b>\$3,272,182</b>	<b>9.1%</b>

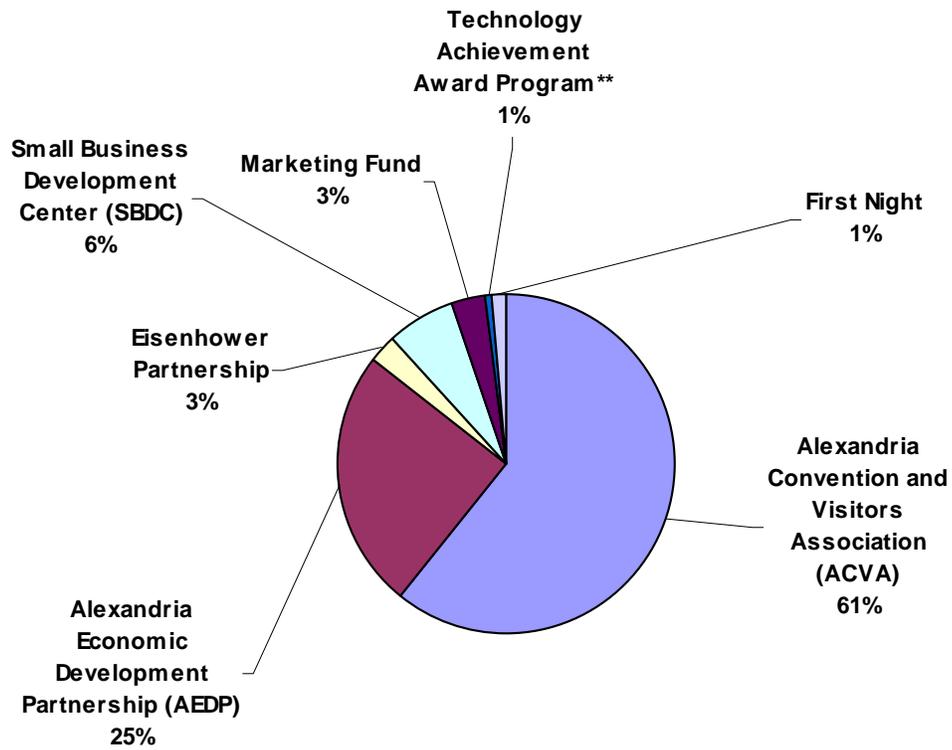
The funding above reflects the total investment in Economic Development activities, including City General Fund contributions, membership fees, retained earnings, Industrial Development Authority fees and other income. The City General Fund expenditures includes all general fund support to each agency.

\*FY 2008 has been amended to reflect National Harbor Initiative funds approved by City Council in November to prepare for the opening of National Harbor. ACVA was increased by \$118,865 and SBDC received an additional \$10,000 for this purpose in FY 2008.

\*\*The Technology Achievement Award Program was funded out of AEDP retained earnings in FY 2008. It will be funded in part through City funds and in part through AEDP retained earnings in FY 2009.

# Economic Development Activities

## FY 2009 Expenditures by Organization



# Economic Development Activities

## ACVA Program

The goal of the Alexandria Convention and Visitors Association is to generate tourism and conventions that increase revenues and promote the City of Alexandria and its assets.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$1,963,141	\$2,210,992	\$2,400,513
Less Revenues and Use of Retained Earnings	\$137,853	\$241,000	\$144,750
Net General Fund Expenditures	\$1,825,288	\$1,969,992	\$2,255,763
<b>Program Outcomes</b>			
% increase in tourism-based revenues	N/A	TBD	TBD

### Activity Data

CONVENTION SALES AND MEETING SUPPORT – The goal of Convention Sales and Meeting Support is to attract conventions, meetings and other large events to the City to generate revenue, thereby reducing the tax burden on residents.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$981,571	\$1,105,496	\$1,200,257
\$ of actualized revenue for hotels	\$2.3M	\$2.5M	\$3.0M
# of phone/mail/electronic communication	52,896	54,000	54,000
% of available conference space booked	N/A	TBD	TBD

DESTINATION MARKETING – The goal of Destination Marketing is to market the City to leisure travelers through paid advertising and earned media to encourage overnight visits to Alexandria.			
Total Expenditures	\$392,628	\$442,198	\$480,103
Lodging Tax Generated	\$6.6M	\$6.7M	\$7.0M
% of hotel rooms occupied	66.7%	67.0%	68.0%
\$ of Gross Retail Sales (City-wide all sales tax categories)	\$25,440,638	\$27,000,000	\$28,500,000

ALEXANDRIA VISITORS CENTER AT RAMSAY HOUSE – The goal of the Visitor Center is to provide visitors to the City with a central location to gather information and plan their visit.			
Total Expenditures	\$365,058	\$393,998	\$451,153
# of visitors	63,774	67,000	80,000
# of sites represented	N/A	TBD	TBD

INFORMATION AND OUTREACH – The goal of Information and Outreach is to prepare and distribute printed and electronic materials about the City's history, attractions, restaurants, shops and hotels to maximize the number of people taking advantage of these opportunities.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$98,157	\$110,550	\$120,026
# of requests for information	26,429	35,370	40,000

TOURISM INDUSTRY SUPPORT – The goal of Tourism Industry Support is to provide networking and professional development opportunities for Alexandria's tourism industry in order to improve their ability to serve visitors to the City.			
Total Expenditures	\$98,157	\$110,550	\$120,026
# of tourism-based jobs	N/A	5,700	5,700
# of members listed in the visitor guide	N/A	TBD	TBD

# Economic Development Activities

## Alexandria Economic Development Partnership, Inc.

The goal of the AEDP Program is to increase economic development activity that will result in an equitable distribution of the real estate tax burden between commercial and residential properties and will ensure a sustainable economic future for Alexandria.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$787,979	\$827,342	\$973,896
Less Revenues and Use of Retained Earnings	255,482	229,325	316,077
Net General Fund Expenditures	\$532,497	\$598,017	\$657,819
Program Outcomes			
% of tax base representing commercial property	38.2%	41.0%	43.3%

AEDP's request was for a \$456,432 increase, which equals a 76% increase in City support.

### Activity Data

MARKETING – The goal of Marketing is to promote Alexandria as the premiere location for business thereby increasing the commercial tax base and enhancing employment opportunities for citizens.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$338,831	\$355,757	\$418,775
FTE's	1.5	2.5	2.5
% increase in commercial tax base	-5.7%	7.3%	5.6%
% increase in level of employment	N/A	TBD	TBD
# of meetings with site consultants	N/A	TBD	TBD

BUSINESS RETENTION & EXPANSION.- The goal of Business Retention and Expansion is to retain existing businesses in existing or more suitable locations with in the City to maintain and expand the commercial tax base and the City's employment opportunities, and to ensure a diverse quality of life for both the business and residential communities.			
Total Expenditures	\$260,033	\$273,023	\$321,386
FTE's	1.9	1.9	1.9
# of visitation to existing businesses	N/A	TBD	TBD
# of requests for assistance and information	N/A	TBD	TBD

BUSINESS ASSISTANCE – The goal of Business Assistance is to provide Alexandria business with support, in the form of grants, regulatory process expertise and general information, to enable them to function in full compliance and awareness of the requirements and opportunities available to them.			
Total Expenditures	\$86,678	\$91,008	\$107,129
FTE's	0.8	0.8	0.8
# of applications for Façade Improvement grants	N/A	TBD	TBD
# of applications for IDA assistance	N/A	TBD	TBD

COMMUNITY & BUSINESS OUTREACH - The goal of Community and Business Outreach is to provide information to City and regional interested individuals related to indicators, available space and other significant information pertaining to the local economic environment for research, investment, relocation and publication purposes.			
Total Expenditures	\$78,798	\$82,734	\$97,390
FTE's	0.8	0.8	0.8
# of visits through the Mayor's Local Business Outreach Program	N/A	TBD	TBD
# of Quarterly Indicators published	N/A	TBD	TBD

# Economic Development Activities

## Other Economic Development Activities

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$577,100	\$637,310	\$563,915
Less Revenues	\$163,387	\$206,310	\$205,315
Net General Fund Expenditures	\$413,713	\$431,000	\$358,600
Program Outcomes			
No Program Outcomes	NA	NA	NA

### Activity Data

Alexandria Small Business Development Center (SBDC) - The SBDC is part of a Statewide network funded in part by the U.S. Small Business Administration (SBA) and also by local funding partners in each jurisdiction.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$215,600	\$244,740	\$244,740
Non-City funding	\$95,600	\$124,740	\$124,740
City funding (FY 2008 does not reflect \$10,000 in a one-time National Harbor funding)	\$120,000	\$120,000	\$120,000

Eisenhower Partnership - The Eisenhower Partnership is a non-profit organization formed in 1994 to promote the development and redevelopment of the 4.5 mile-long area to thenorth and south of Eisenhower Avenue between Holland Lane and the western boundary of the City.			
Total Expenditures	\$93,787	\$107,570	\$106,575
Non-City funding	\$67,787	\$81,570	\$80,575
City funding	\$26,000	\$26,000	\$26,000

City funding in FY 2007 does not include \$5,000 from the Marketing Fund. In FY 2008 also does not include \$1,863 in Marketing Fund money and \$1,500 from the Holiday Marketing Program.

Marketing Fund - The Marketing Fund is a matching grant program designed to leverage private matching dollars and increase cooperation and coordination among multiple businesses and organizations to promote Alexandria as a destination for visiting, shopping, dining and doing business.			
Total Expenditures	\$112,606	\$135,000	\$135,000
Non-City funding	\$0	\$0	\$0
City funding	\$112,606	\$135,000	\$135,000

Balance of unspent FY 2007 funds (\$22,384) carried over to FY 2008

# Economic Development Activities

## Other Economic Development Activities, continued

### Activity Data

Holiday Marketing Program - The Holiday Marketing Program is a program designed to promote Alexandria as a destination for visiting, shopping and dining during the holiday season.	FY 2007 Actual	FY 2008 Amended	FY 2009 Proposed
Total Expenditures	\$125,000	\$125,000	\$0
Non-City funding			
City funding	\$125,000	\$125,000	\$0

In FY 2009, \$100,000 is recommended to be allocated to ACVA for a Regional Marketing Initiative, and \$25,000 is allocated to First Night.

Technology Achievement Award - The Technology Achievement Award Program is a joint program between the Alexandria City Council, the Chamber of Commerce and the Alexandria Economic Development Partnership intended to recognize Alexandria businesses for the development of new technology or the innovative application of existing technology.			
Expenditures	\$5,107	\$0	\$27,600

FY 2008 funding will be financed with AEDP funds remaining from prior Tech Week budgets.

First Night Alexandria			
Expenditures	\$25,000	\$25,000	\$50,000

In FY 2007 and FY 2008 First Night also received \$25,000 in funding from the Holiday Marketing Program. For FY 2009, \$25,000 has been allocated from the Holiday Marketing Program so First Night will directly receive the same funding level as in prior years.

# Economic Development Activities

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

<b>Agency</b>	<b>Adjustment</b>	<b>FY 2009 Proposed</b>
<b>ACVA</b>	<i>Regional Marketing Initiative (Level I)</i>	<b>\$100,000</b>
This reflects the melding of the Holiday Marketing Initiative into the Regional Marketing Initiative.		
<b>AEDP</b>		<b>\$146,554</b>
This reflects increases in AEDP staffing costs (\$131,272) as the result of new hires and promotions over the last year and a 3% increase in salaries for FY 2009. This sizable increase in salary costs reflects the need to hire and to retain persons with greater experience and a high level of skills. Other non-personnel items such as rent have increased \$15,282.		

# Economic Development Activities

## Supplemental Adjustments to the Budget

<b>Agency</b>	<b>Supplemental Request</b>	<b>FY 2009 Proposed</b>
<b>ACVA</b>	<i>Regional Marketing Initiative (Level II)</i>	<b>\$100,000</b>
<p>The ACVA was created to generate tourism and convention revenues to the City of Alexandria. Currently, the City does not fund a sustained campaign to market the City's businesses to the Metro Region's residents. Nearby localities have engaged in significant retail development supported by marketing to lure shoppers and diners away from Alexandria. Recognizing this gap and acknowledging the significant potential to increase spending by residents and neighbors, the ACVA recommends adding responsibility and funding to its existing programs. One hundred percent of the requested funding would be allocated to the creation of a media campaign to entice metro area residents to shop and dine in Alexandria. Having this sustained voice in the marketing place would make the existing program event-level of advertising much more effective as it would build upon the awareness generated by the umbrella campaign. This \$100,000 included in the ACVA budget would be added to the Holiday Marketing funds (\$100,000) for a \$200,000 marketing program. This is \$100,000 short of the desired \$300,000 Regional Marketing Initiative total.</p>		

## Changes Recommended in City Manager's Alternative Budget

<b>Agency</b>	<b>Supplemental Request</b>	<b>FY 2009 Proposed</b>
<b>AEDP</b>	<i>Marketing Initiatives</i>	<b>\$93,000</b>
<p>The Mayor's Economic Development Sustainability Work Group recommended a more aggressive marketing program that should be more targeted, reach out to more potential users in more markets and with an expanded marketing budget for business recruitment. These proposed increases will respond to those recommendations by providing resources to develop a more robust overall marketing program. A portion of the funding will allow AEDP to participate with the Virginia Economic Development Partnership on an increased number of marketing missions, initiate our own missions to targeted businesses and site selection consultants, as well as attend targeted business trade shows and events. The additional resources in the area of marketing research will assist in developing critical intelligence in areas such as trends, emerging companies and in real estate availability.</p>		
<b>AEDP</b>	<i>Consultant Services - Marketing, Graphic Arts</i>	<b>\$50,000</b>
<p>There is an anticipated need for consulting services in the areas of marketing, graphic arts, as well as business retention and expansion. This will respond to the Mayor's Economic Sustainability Work Group's findings for the need for industry based research that will analyze trends in selected economic sectors, research retail issues such as leakage and specific retail needs within the community. There is also a need to assist in the creation of updated marketing materials, especially in the area of Graphic Art design and production that will correspond to and drive interested parties to the redesigned AEDP website.</p>		
<b>ACVA</b>	<i>Regional Marketing Initiative (Level III)</i>	<b>\$100,000</b>
<p>In the event that additional resources are available, an additional \$100,000 is recommended to fund the Regional Marketing Initiative to bring the total amount available to \$300,000.</p>		

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# Operating Agencies

## PARKS, RECREATION AND CULTURAL

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# Historic Alexandria

**Mission Statement:** The mission of the Office of Historic Alexandria (OHA) is to inspire, educate, and foster an appreciation among members of the public for Alexandria's unique history and historic places in Alexandria.

## FY 2009 Budget Summary Table and Highlights

Summary Table				<ul style="list-style-type: none"> <li>• <b>Highlights</b></li> <li>• In FY 2009, the approved General Fund budget increased by \$57,895 (2.0%).</li> <li>• FY 2009 personnel costs increased by 1.7%; the increase was due to a step increases, increased health care costs, and increased retirement costs.</li> <li>• Total non-personnel costs increased 26.2% primarily due to costs (\$146,790) associated with fundraising activities. These costs will be offset with new fundraising activities. In addition, other increases (\$64,896) are attributable to the addition of historical interpretation activities as part of the National Harbor initiative.</li> <li>• A variety of fees and other revenue raising measures are proposed for implementation in FY 2009 to pay for OHA activities.</li> </ul>
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	
Total Expenditures	\$2,915,455	\$3,089,242	\$3,301,006	
Less Revenues	\$256,646	\$257,791	\$411,660	
Net Gen. Fund Expenditures	\$2,658,809	\$2,831,451	\$2,889,346	
FTE's	29.4	29.4	29.4	

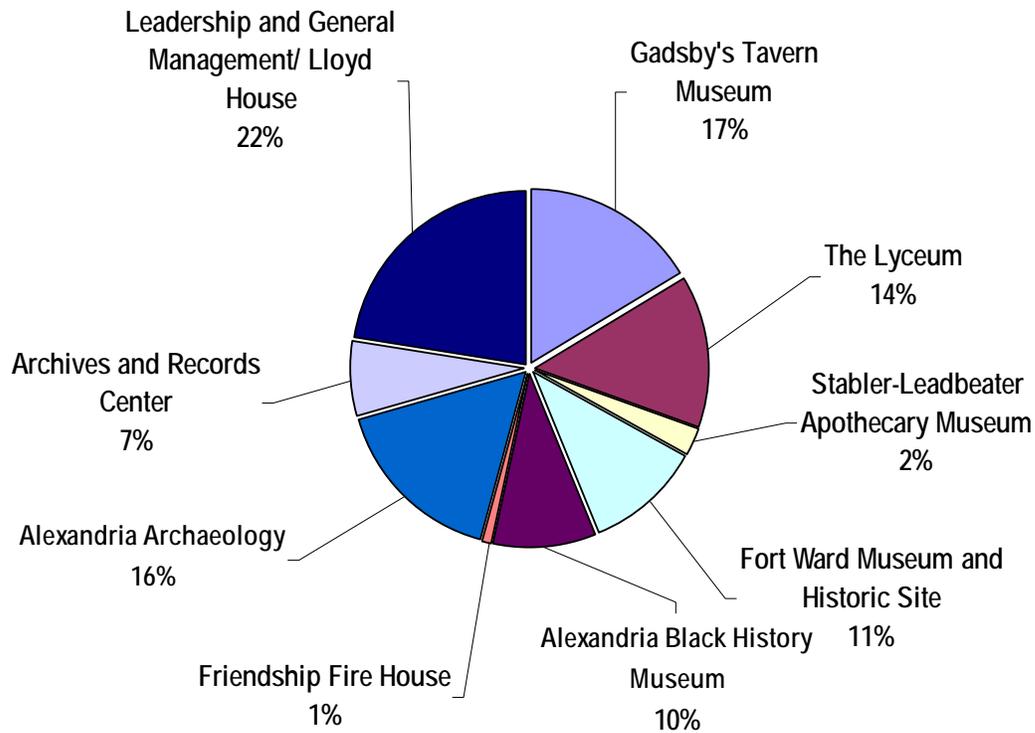
Historic Alexandria Programs and Activities	Dept Info
<p><b>Historic Resources</b></p> <ul style="list-style-type: none"> <li>Gadsby's Tavern Museum</li> <li>The Lyceum</li> <li>Stabler-Leadbeater Apothecary Museum</li> <li>Fort Ward Museum &amp; Historic Site</li> <li>Alexandria Black History Museum</li> <li>Friendship Fire House</li> <li>Alexandria Archaeology</li> <li>Archives &amp; Records Center</li> <li>Leadership &amp; General Management/ Lloyd House</li> </ul>	<p><b>Department Contact Info</b></p> <p>703.838.4550  <a href="http://oha.alexandriava.gov/">http://oha.alexandriava.gov/</a></p> <p><b>Department Head</b></p> <p>Lance Mallamo            703.838.4554  <a href="mailto:Lance.Mallamo@alexandriava.gov">Lance.Mallamo@alexandriava.gov</a></p>

# Historic Alexandria

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of visitors to City historic sites rating their overall experience as good to excellent	95%	95%	96%
% of visitors who state they have gained an appreciation of local history	N/A	N/A	96%
Total number of visitors/program participants served	131,722	142,500	143,500
% of boxes processed that met governmental archive standards	98%	98%	98%
% of archival requests fulfilled within five days	95%	96%	96%

## FY 2009 Proposed Expenditures by Activity



# Historic Alexandria

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$2,211,145	\$2,430,681	\$2,470,889	1.7%
Non-Personnel*	\$704,155	\$654,061	\$825,617	26.2%
Capital Goods Outlay	\$155	\$4,500	\$4,500	0.0%
<b>Total Expenditures</b>	<b>\$2,915,455</b>	<b>\$3,089,242</b>	<b>\$3,301,006</b>	<b>6.9%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	\$0
Special Revenue Fund	\$256,646	\$257,791	\$411,660	59.7%
<b>Total Designated Funding Sources</b>	<b>\$256,646</b>	<b>\$257,791</b>	<b>\$411,660</b>	<b>59.7%</b>
<b>Net General Fund Expenditures</b>	<b>\$2,658,809</b>	<b>\$2,831,451</b>	<b>\$2,889,346</b>	<b>2.0%</b>
<b>Total Department FTE's</b>	<b>29.4</b>	<b>29.4</b>	<b>29.4</b>	<b>0.0%</b>

\*FY 2009 increases in non-personnel expenditures (\$171,556) can be primarily attributed to increases in OHA's fundraising activities including a Museum Gala and an Expanded Retail Operation. These expenses are offset by increases in special revenue.

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Historic Resources	\$2,915,455	\$3,089,242	\$3,301,006	6.9%
<b>Total Expenditures</b>	<b>\$2,915,455</b>	<b>\$3,089,242</b>	<b>\$3,301,006</b>	<b>6.9%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Historic Resources	29.4	29.4	29.4	0.0%
<b>Total Full Time Equivalents</b>	<b>29.4</b>	<b>29.4</b>	<b>29.4</b>	<b>0.0%</b>

# Historic Alexandria

## Historic Resources Program

The goal of Historic Resources is to preserve significant buildings, places, sites, documents and artifacts on behalf of City residents, and to foster an appreciation for Alexandria's significant role in American history through public use, education and enjoyment of these resources.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	100%	100%	100%
Total Expenditures	\$2,915,455	\$3,089,242	\$3,301,006
Less Revenues	\$256,646	\$257,791	\$411,600
Net General Fund Expenditures	\$2,658,809	\$2,831,451	\$2,889,406
Program Outcomes			
% of visitors to City historic sites rating their overall experience as good to excellent	95%	96%	96%
% of visitors who state they have gained an appreciation of local history	N/A	N/A	96%

### Activity Data

GADSBY'S TAVERN MUSEUM – The goal of Gadsby's Tavern Museum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$480,621	\$545,177	\$544,180
FTE's	6.0	4.6	4.6
# of visitors/program participants	26,790	25,000	25,000
Cost per visitor/program participant	\$17.94	\$21.81	\$21.72
% of visitors who rated their experience as good to excellent	N/A	95%	95%

THE LYCEUM – The goal of The Lyceum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	\$409,172	\$464,410	\$463,282
FTE's	4.4	4.8	4.8
# of visitors/program participants	30,810	31,500	32,000
\$ of revenue earned	\$92,786	\$88,000	\$95,000
Cost per visitor/program participant	\$13.28	\$14.74	\$14.48
% of visitors who rated their experience and good to excellent	N/A	95%	95%

# Historic Alexandria

## Historic Resources Program, continued

### Activity Data

STABLER-LEADBEATER APOTHECARY MUSEUM – The goal of the Stabler-Leadbeater Apothecary Museum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.	FY 2007	FY 2008	FY 2009
	Actual	Approved	Proposed
Expenditures	\$72,343	\$79,247	\$81,910
FTE's	1.0	1.0	1.0
# of visitors/program participants	5,664	10,000	10,000
Cost per visitor/program participant	\$12.77	\$7.92	\$8.19
% of visitors who rated their experience and good to excellent	N/A	95%	95%

FORT WARD MUSEUM AND HISTORIC SITE – The goal of Fort Ward is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	\$314,930	\$353,200	\$356,577
FTE's	3.6	3.6	3.6
# of visitors/program participants*	28,344	32,000	32,000
Cost per visitor/program participant	\$11.11	\$11.04	\$11.14
% of visitors who rated their experience as good to excellent	97%	96%	96%

\*Includes visitors or program participants to main museum building only.

ALEXANDRIA BLACK HISTORY MUSEUM – The goal of the Alexandria Black History Museum is to present programs that foster tolerance and understanding among all cultures and to stimulate appreciation for the diversity of the African American experience.			
Expenditures	\$275,170	\$320,567	\$311,560
FTE's	3.1	3.1	3.1
# of visitors/program participants	8,410	8,000	8,500
# of public programs provided	61	70	70
Cost per public program provided	\$4,511	\$4,580	\$4,451
Cost per visitor	\$32.72	\$40.07	\$36.65
% of visitors who rate their experience as good to excellent	N/A	98%	95%

FRIENDSHIP FIRE HOUSE – The goal of Friendship Fire House is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	\$25,715	\$28,579	\$29,116
FTE's	0.5	0.5	0.5
# of visitors	4,956	6,000	6,000
Cost per visitor	\$5.19	\$4.76	\$4.85
% of visitors who rated their experience as good to excellent	N/A	95%	96%

# Historic Alexandria

## Historic Resources Program, continued

### Activity Data

ALEXANDRIA ARCHAEOLOGY – The goal of Alexandria Archaeology is to discover and preserve our 10,000-year heritage in order to enhance the City's historic character and public appreciation of Alexandria's diverse past and significant archaeological collection.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$480,222	\$541,977	\$543,728
FTE's	5.0	5.0	5.0
# of cubic feet of archaeological collections	3,223	3,360	3,300
# of visitor/program participants	26,748	30,000	30,000
Cost per resident	\$3.43	\$3.84	\$3.83
% of visitors who rated their experience as good to excellent	100%	90%	98%

ARCHIVES AND RECORDS CENTER – The goal of the Archives and Records Center is to manage the records created by all City of Alexandria agencies, and to document the activities and functions of City government.			
Expenditures	\$202,692	\$228,373	\$229,497
FTE's	3.0	3.0	3.0
# of boxes received and destroyed	2,575	2,500	2,500
# of research/records requests processed	1,292	1,000	1,200
Cost per box received and destroyed	\$78.72	\$91.35	\$91.80
% of boxes processed that met governmental standards	98%	98%	98%
% of requests fulfilled within five days	95%	96%	96%

LEADERSHIP AND GENERAL MANAGEMENT/Lloyd House – The goal of Leadership and General Management is to administer and promote public access to the City-owned historic resources in order to enhance and encourage public use. This function is housed in and also manages Lloyd House. This activity also includes the new National Harbor initiatives operated by OHA.			
Expenditures	\$654,590	\$527,712	\$741,156
FTE's	3.9	3.9	3.9
Total number of visitors/program participants served	131,722	142,500	143,500
OHA operating costs per resident	\$20.81	\$21.90	\$23.40
% of department outcomes achieved	N/A	95%	95%

# Historic Alexandria

## Summary of Budget Changes

### Adjustments to Maintain Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>Leadership &amp; General Management</b>	<i>Historical Interpretation</i>	<b>\$64,896</b>
As part of the National Harbor Initiatives, these funds, which were approved by City Council in November of 2007, will be used to provide interactive, educational, and entertaining "on-the-street" museum programs, designed to increase the awareness and appreciation of the City's history, while promoting visitation to cultural facilities, historic sites, and museums throughout the City.		

# Historic Alexandria

## Summary of Budget Changes

Fees for Services		
Activity	Fee Adjustment	FY 2009 Proposed
<b>Leadership and General Management</b> As part of the National Harbor initiative, OHA is proposing that the City take advantage of a unique revenue opportunity through the use of portable outdoor vendor carts. The antique reproduction carts are part of the National Harbor Collaborative for infrastructure improvements in the waterfront/King Street corridor and would be operated at various locations based on tourist traffic. Funds have been included in a special revenue account to provide for costs associated with staffing (2,560 lump sum hours) the cart and for the development and purchase of merchandise. OHA estimates that a total of \$137,504 in new revenues would be raised from this operation, which would equal a net revenue increase of \$40,714, which would be used to benefit OHA. This revenue estimate assumes the purchase of \$60,000 in merchandise to be sold at a profit.	<i>Expanded Retail Operation</i>	<b>\$96,790</b>
<b>Leadership and General Management</b> OHA is proposing to plan a gala, tentatively titled the "Historic Alexandria Museum Gala". This would be an annual black-tie fundraising event, with proceeds benefiting the education, public programming, and ongoing operational costs of the department. \$50,000 has been included in a special revenue account to provide for the upfront costs of catering, entertainment, rental, printing, supplies, and advertising expenses. OHA expects to raise a total of \$125,000 (\$50,000 from ticket sales, \$50,000 from sponsorships, \$20,000 from Journal Advertising, and \$5,000 from donations), resulting in a net total of \$75,000 in new revenue which would be used to benefit OHA.	<i>OHA Museum Gala</i>	<b>\$50,000</b>
<b>Gadsby's Tavern/SLAM</b> OHA is proposing to develop new group tour packages featuring guided tours of Stabler-Leadbeater Apothecary and Gadsby's Tavern Museum, with special food service/entertainment in Gadsby's Ballroom. This will be developed in conjunction with ACVA and National Harbor representatives. This new program is expected to host 400 individuals at net revenue of \$25 per person for a total increase of \$10,000 per year.	<i>Nat'l Harbor Convention Tour Packages</i>	<b>\$10,000</b>
<b>The Lyceum</b> OHA is proposing to impose new "Pay What You Can, But You Must Pay Something" policy at The Lyceum. OHA will suggest an admission fee of \$2 per person. However, visitors may pay whatever amount they deem appropriate. The projected revenue amount assumes 10 percent of visitors (current visitation = 32,000) pay the "suggested" rate. In addition, it assumes the remaining 90 percent pay an average of 40 cents.	<i>"Pay What You Can" Admission Policy</i>	<b>\$17,920</b>
<b>Friendship Firehouse</b> OHA is proposing to impose new "Pay What You Can, But You Must Pay Something" policy at Friendship Firehouse. OHA will suggest an admission fee of \$2 per person. However, visitors may pay whatever amount they deem appropriate. The projected revenue amount assumes 10 percent of visitors (current visitation = 6,000) pay the "suggested" rate and the remaining 90 percent pay an average of 40 cents.	<i>"Pay What You Can" Admission Policy</i>	<b>\$3,360</b>
<b>Black History Museum</b> OHA is proposing to impose new "Pay What You Can, But You Must Pay Something" policy at the Black History Museum. OHA will suggest an admission fee of \$2 per person. However, visitors may pay whatever amount they deem appropriate. The projected revenue amount assumes 10 percent of visitors (current visitation = 8,500) pay the "suggested" rate and the remaining 90 percent pay an average of 40 cents.	<i>"Pay What You Can" Admission Policy</i>	<b>\$4,760</b>

# Historic Alexandria

## Summary of Budget Changes

### Fees for Services, continued

Activity	Fee Adjustment	FY 2009 Proposed
<b>Lyceum</b> OHA is proposing to increase the following rental fees for use of the Lyceum Assembly Room: (1) Wedding Ceremony (from \$500 to \$600); (2) Wedding Reception (from \$1500 to \$1800); (3) Parties, Special Events, Fundraisers (from \$250 to \$300 per hour); (4) Meetings, Seminars and Workshops-No Food (from \$50 to \$60 per hour); (5) Meetings, Seminars and Workshops-Food & Bev. (from \$100 to \$120 per hour)	<i>Site Rental Fee Increase</i>	<b>\$6,150</b>
<b>Leadership &amp; General Management</b> OHA is proposing to increase the following rental fees for use of the Lloyd House: (1) Wedding Ceremony (from \$500 to \$600); (2) Wedding Reception (from \$1500 to \$1800); (3) Parties, Special Events, Fundraisers: Sunday - Thursday (from \$200 to \$225 per hour); (5) Parties, Special Events, Fundraisers: Friday - Saturday (from \$250 to \$275 per hour); (5) Parties, Meetings, Seminars and Workshop without food or beverage (from \$50 to \$60 per hour); and (6) Meetings, Seminars and Workshops with food and beverage (from \$100 to \$120 per hour).	<i>Site Rental Fee Increase</i>	<b>\$2,125</b>
<b>Archaeology</b> OHA is proposing to reinstate a fee for participants in the Archaeology Sumer Camp Program. In the past, this program has been very popular, but was discontinued in FY 2007 and FY 2008 due to work at Freedmen's Cemetery. It is estimated that there will be 30 participants in this program.	<i>Archaeology Summer Camp</i>	<b>\$10,000</b>
<b>Fort Ward</b> OHA is proposing a new fee to for adult attendees at outdoor reenactments and other special events at Fort Ward. This includes events such as Civil War Camp Day and Artillery Day. The projected revenue amount is based on a \$2 fee for 1,000 visitors.	<i>Outdoor Event Fee</i>	<b>\$2,000</b>

# Library

**Mission Statement:** The mission of the Alexandria Library is to provide print and non-print materials, on-site and remote access to electronic information, and in person information services that foster and support an informed and educated community.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$7,077,787	\$7,537,883	\$7,567,889
Less Revenues	\$255,910	\$416,661	\$405,555
Net Gen. Fund Expenditures	\$6,821,877	\$7,121,222	\$7,162,334
FTE's	81.5	81.9	81.9

### Highlights

- In FY 2009 the approved General Fund budget increased by \$41,112 (0.6%).
- FY 2009 personnel costs increased by \$59,580, or 1.0%; the increase was due to step adjustments, a \$13,230 increase to seasonal employees funded by a transfer from non-personnel, increased retirement; offset by a \$57,912 increase in vacancy savings.

- Total non-personnel costs decreased by \$29,574 or 1.7% due to the departmental expenditure reductions (\$7,500) described on page 6, as well as reduced utility costs, the elimination of a one time adjustment from FY 2008 for replacement photocopiers of \$10,000, and transferring \$13,230 from non-personnel to fund seasonal employees. These decreases were offset by a small adjustment for vehicle maintenance.
- Revenues decrease by \$11,106 or 2.7% due to a decrease in State aid and the elimination of a one time adjustment from FY2008 for replacement photocopiers noted above. In addition, \$12,000 in new revenue is expected to be earned from restructuring library fines, as described on page 6.

## Library Programs and Activities

### Library Resources

Leadership & General Management  
 Beatley Central Library  
 Barrett Library  
 Burke Branch Library  
 Duncan Library  
 Local History

## Dept Info

### Department Contact Info

703.519.5905  
<http://www.alexandria.lib.va.us/>

### Department Head

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 703.519.5905  
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### Department Staff

Linda Wesson, Supv Admin Officer II  
 Jean Gregorio, Fiscal Analyst

### Branch Managers

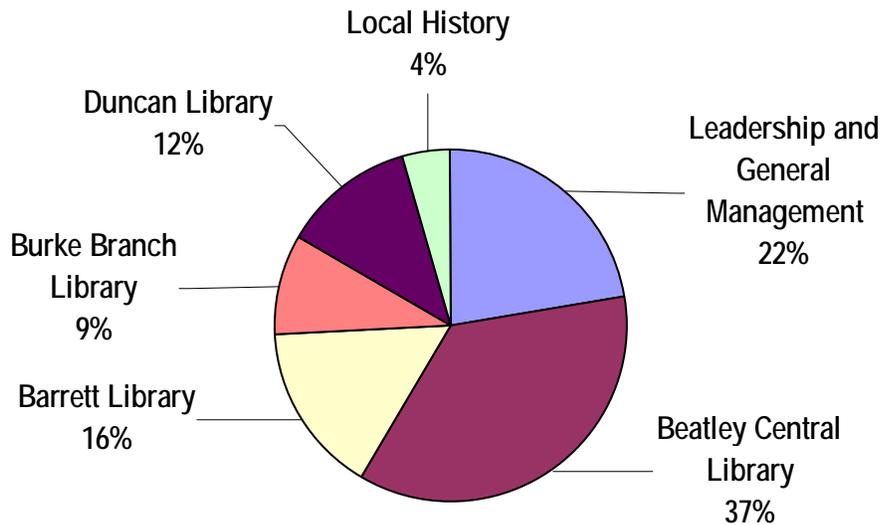
Karen Russell, Beatley Central Library  
 Luis Labra, Barrett Library  
 Nelson Cuellar, Burke Branch Library  
 Renee Di Pilato, Duncan Library  
 George Combs, Local History/Special Collections

# Library

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total number of reference questions answered in all Library branches	591,864	592,345	592,855
Total number of materials circulated/used in all Library branches	1,145,490	1,234,726	1,302,633
Total number of internet sessions in all Library branches	179,121	182,340	185,888
Total number of people attending children's programs in all Library branches	152,380	205,697	219,585
Average cost per reference question answered or material circulated in all Library branches	\$2.67	\$2.66	\$2.55

### FY 2009 Proposed Expenditures by Activity



# Library

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$5,523,130	\$5,811,206	\$5,870,786	1.0%
Non-Personnel	\$1,554,657	\$1,726,677	\$1,697,103	-1.7%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$7,077,787</b>	<b>\$7,537,883</b>	<b>\$7,567,889</b>	<b>0.4%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	\$255,910	\$416,661	\$405,555	-2.7%
<b>Total Designated Funding Sources</b>	<b>\$255,910</b>	<b>\$416,661</b>	<b>\$405,555</b>	<b>-2.7%</b>
<b>Net General Fund Expenditures</b>	<b>\$6,821,877</b>	<b>\$7,121,222</b>	<b>\$7,162,334</b>	<b>0.6%</b>
<b>Total Department FTE's*</b>	<b>81.5</b>	<b>81.9</b>	<b>81.9</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Library Resources	\$7,077,787	\$7,537,883	\$7,567,889	0.4%
<b>Total Expenditures</b>	<b>\$7,077,787</b>	<b>\$7,537,883</b>	<b>\$7,567,889</b>	<b>0.4%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Amended*	FY 2009 Proposed	% Change 2008-2009
Library Resources	81.5	81.9	81.9	0.0%
<b>Total Full-time Equivalents (FTE's)*</b>	<b>81.5</b>	<b>81.9</b>	<b>81.9</b>	<b>0.0%</b>

\* 0.1 FTE decrease from FY 2008 Approved is a technical correction.

# Library

## Library Resources Program

The goal of Library Resources is to facilitate public library services for city residents and the general public.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of All Funds Budget	100%	100%	100%
Total Expenditures	\$7,077,787	\$7,537,883	\$7,567,889
Less Revenues	\$255,910	\$416,661	\$405,555
Net General Fund Expenditures	\$6,821,877	\$7,121,222	\$7,162,334
<b>Program Outcomes</b>			
Citizens' Ratings of Overall Library Services (0% -100% satisfied)	95.0%	95.5%	96.0%

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT - The goal of Leadership and General Management is to implement the Library Board's policies; to provide leadership and to support library staff to facilitate public library services for city residents and the general public; and to provide access to library materials, electronic information, and automated library services to Alexandria residents and the general public in order to meet information, education and recreation needs.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,563,009	\$1,638,938	\$1,696,293
FTE's	18.7	19.1	19.0
# of departmental FTEs managed (or supported)	81.5	81.9	81.9
Leadership & Management Support Services expenditures as a % of department total	22.1%	21.7%	22.4%
# of facilities maintained	4	4	4
% satisfaction with facility cleanliness	93%	94%	95%
% of effectiveness targets met	N/A	100%	100%

BEATLEY CENTRAL LIBRARY - The goal of Beatley Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public.			
Expenditures	\$2,621,936	\$2,796,991	\$2,726,197
FTE's	27.4	27.4	27.4
# of reference questions answered	388,336	388,500	388,700
# of materials circulated	549,149	585,500	617,700
# of Internet sessions	88,767	89,096	89,426
# of people attending children's programs	46,599	71,104	72,000
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	\$2.44	\$2.47	\$2.33
Beatley Library turnover rate	3.18%	3.20%	3.30%

# Library

## Library Resources Program, continued

### Activity Data

<b>BARRETT LIBRARY - The goal of Barrett Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public.</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Approved</b>	<b>FY 2009 Proposed</b>
Expenditures	\$1,090,077	\$1,164,387	\$1,183,668
FTE's	12.6	12.6	12.6
# of reference questions answered	49,608	49,700	49,800
# of materials circulated	213,776	232,430	245,213
# of Internet sessions	27,201	27,092	27,100
# of people attending children's programs	34,773	52,642	53,000
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	\$3.35	\$3.22	\$3.16
Barrett Library turnover rate	2.66%	2.70%	2.80%
<b>DUNCAN LIBRARY - The goal of Duncan Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public.</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Approved</b>	<b>FY 2009 Proposed</b>
Expenditures	\$853,619	\$888,165	\$917,486
FTE's	9.99	9.99	9.99
# of reference questions answered	95,992	96,100	96,200
# of materials circulated	225,563	247,284	260,885
# of Internet sessions	25,238	25,416	25,595
# of people attending children's programs	56,123	64,542	74,224
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	\$2.12	\$2.05	\$2.01
Duncan Library turnover rate	2.87%	3.00%	3.25%
<b>BURKE BRANCH LIBRARY - The goal of the Burke Branch Library is to provide complete branch library services, including access to computers, Internet services and conventional library material, while functioning as a shared use facility with the Alexandria Public Schools.</b>			
Expenditures	\$645,946	\$706,621	\$704,423
FTE's	8.0	8.0	8.0
# of reference questions answered	42,276	42,380	42,480
# of materials circulated	133,188	143,876	151,789
# of Internet sessions	37,907	40,728	43,759
# of people attending children's programs	14,884	17,408	20,360
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	\$2.83	\$2.89	\$2.73
Burke Library turnover rate	2.45%	2.50%	2.60%
<b>LOCAL HISTORY - The goal of Local History is to provide access to information on local history topics in order to further the development of knowledge of Alexandria and Virginia history.</b>			
Expenditures	\$303,200	\$342,781	\$339,822
FTE's	4.9	4.9	4.9
# of reference questions answered	15,652	15,665	15,675
# of materials used	23,814	25,636	27,046
Cost per reference question answered or material used	\$7.68	\$8.30	\$7.95
Local History turnover rate	1.45%	1.50%	1.60%
% satisfaction with Local History's services	92.0%	93.0%	94.0%

# Library

## Summary of Budget Changes

### Expenditure Reductions

Activity	Reduction Option	FY 2009 Proposed
<b>Beatley Central Library</b>	<i>Reduced Gas Expenditures</i>	<b>\$7,500</b>
<p>General Services improved the efficiency of the HVAC system at Beatley Central Library. Since the building was built, it was forced to run both heating and air conditioning systems in the summer, so that the building would not become too cold. Near the end of FY 2007, General Services was able to correct this problem, which resulted in lower gas bills. The reduction shown here reflects the expected savings during FY 2009.</p>		

### Fees for Services Change Options

Activity	Fee Adjustment	FY 2009 Proposed
<b>All Library Branches</b>	<i>Eliminate Caps on Fines</i>	<b>\$12,000</b>
<p>All Alexandria Libraries charge a maximum late fee of \$10 for adult materials and \$5 for children's materials. However, the libraries also allow a "combination of fines" maximum of \$30 for returning a group of late adult materials or \$10 for returning a group of late children's materials when they are all returned at one time. The Library proposed to increase the adult late fee to \$15 and eliminate the combination of fines maximum. This proposal is estimated to yield an increase in fees collected of \$12,000.</p>		

# Recreation, Parks, & Cultural Activities

**Mission Statement:** The mission of Recreation, Parks & Cultural Activities is to be a vibrant, safe and attractive City of opportunity through the development of effective and efficient recreation programs, facilities and parks for all citizens and residents to enjoy.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	\$20,628,117	\$20,280,870	\$21,485,128
Less Revenues	\$597,549	\$527,022	\$926,741
Net Gen. Fund Expenditures	\$20,030,568	\$19,753,848	\$20,558,387
Authorized Positions (FTE's)	193.9	194.9	199.8

### Highlights

- In FY 2009, the proposed RPCA General Fund budget is increasing by \$804,539, or 4.1%. The majority (approximately \$595,000) of the RPCA increase in FY 2009 is attributable to the transfer of grounds maintenance responsibilities from ACPS.
- FY 2009 personnel costs increased by \$416,350 (2.8%) due to the transfer of ACPS staff, increases in health insurance and retirement costs, and step increases. The increase is somewhat offset by a larger vacancy factor (\$127,658 more) and the reduction of 3.1 FTE's.

- Total non-personnel costs increased by \$384,699 (7.3%) due to the ACPS grounds maintenance MOU, a \$50K adjustment for grounds maintenance at newly acquired City properties, a \$50K adjustment for a grounds maintenance program at the T.C. Williams campus, increases in the cost of utilities for the Department (\$95K), a \$40K adjustment for security OT costs related to National Harbor at the marina, and several other small adjustments. These increases are partially offset by \$108,000 in expenditure reductions described later in this section.
- Capital Outlay increased by \$403,209 (1200.7%) due to the continuation of scheduled vehicle replacement in FY 2009. The schedule was temporarily delayed in FY 2008 as a one-time cost savings to the City.
- RPCA is currently working on policies and procedures for special events for review by BFAAC. The findings will be made available to City Council in time for consideration in the FY 2009 add/delete process.

## RPCA Programs and Activities

### Leadership and General Management

Leadership and General Management  
Information Technology Management

### Park Operations and Capital Development

Park Planning & Dev. Of Open Space  
Park Ops & Facility Maintenance  
Marina Operations  
Natural Resource Management

### Recreation Services

Youth Recreation  
Adult Recreation  
Other Community Recreation  
Recreation Facility Maintenance

### Arts, Marketing, & Special Services

Cultural Ops, Grant-Funded Arts, &  
Special Services  
Community Outreach & Education  
Volunteer Resources

## Dept Info

### Department Contact Info

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[www.alexandriava.gov/recreation](http://www.alexandriava.gov/recreation)

### Department Head

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703.838.4842  
[kirk.kincannon@alexandriava.gov](mailto:kirk.kincannon@alexandriava.gov)

### Department Staff

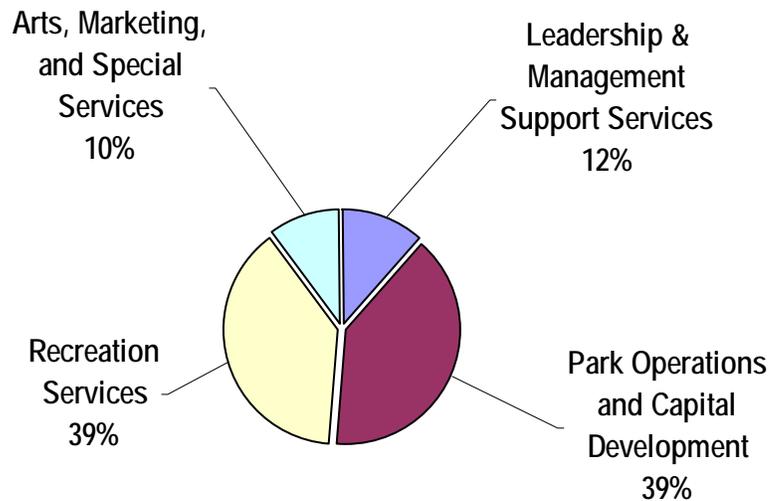
Roger Blakely, Deputy Director  
William Chesley, Deputy Director  
John Buckler, Division Chief

# Recreation, Parks, & Cultural Activities

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Departmental effectiveness targets met	N/A	65%	100%
% of community rating Department services as good to excellent	N/A	TBD	TBD
# of open space acres purchased in accordance with Open Space Master Plan	2.007	0.873	TBD
Average cost per park facility maintained	\$22,894	\$22,509	\$23,846
# of youth (18 and under) registrations in programs/classes	9,100	9,300	9,400
Average cost per special event/activity supported and/or coordinated	\$9,255	\$9,099	\$9,699
\$ value of in-kind volunteer time	\$1,029,600	\$1,029,600	\$1,126,200

## FY 2009 Proposed Expenditures by Program



# Recreation, Parks, & Cultural Activities

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved <sup>1</sup>	FY 2009 Proposed	% Change 2008-2009
Personnel (does not include any Market Rate Adjustment)	\$14,810,469	\$14,991,095	\$15,407,445	2.8%
Non-Personnel	5,586,318	5,256,195	5,640,894	7.3%
Capital Goods Outlay	149,814	33,580	436,789	1200.7%
Interfund Transfers	81,516	0	0	0.0%
<b>Total Expenditures</b>	<b>\$20,628,117</b>	<b>\$20,280,870</b>	<b>\$21,485,128</b>	<b>5.9%</b>
<b>Less Revenues</b>				
Internal Services	\$147,063	\$22,707	\$413,016	1718.9%
Special Revenue Funds	450,486	504,315	513,725	1.9%
<b>Total Designated Funding Sources</b>	<b>\$597,549</b>	<b>\$527,022</b>	<b>\$926,741</b>	<b>75.8%</b>
<b>Net General Fund Expenditures</b>	<b>\$20,030,568</b>	<b>\$19,753,848</b>	<b>\$20,558,387</b>	<b>4.1%</b>
<b>Total Department FTE's</b>	<b>193.9</b>	<b>194.9</b>	<b>199.8</b>	<b>2.5%</b>

<sup>1</sup> FY 2008 expenditures do not include \$577,000 (\$365K for personnel & \$212K for non-personnel) that was transferred from ACPs for the grounds maintenance program, as this funding was not included in the FY 2008 City Council Approved Budget.

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	\$2,433,549	\$2,392,584	\$2,534,653	5.9%
Park Operations and Capital Development	\$8,120,061	\$7,983,370	8,457,415	5.9%
Recreation Services	\$8,000,847	\$7,866,163	8,333,248	5.9%
Arts, Marketing, and Special Services	\$2,073,660	\$2,038,753	2,159,812	5.9%
<b>Total Expenditures</b>	<b>\$20,628,117</b>	<b>\$20,280,870</b>	<b>\$21,485,128</b>	<b>5.9%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Amended <sup>1</sup>	FY 2009 Proposed <sup>2</sup>	% Change 2008-2009
Leadership & Management Support Services	21.9	22.0	21.0	-4.5%
Park Operations and Capital Development	66.0	66.2	74.7	12.8%
Recreation Services	86.5	87.1	85.3	-2.1%
Arts, Marketing, and Special Services	19.5	19.6	18.8	-3.9%
<b>Total full time equivalents</b>	<b>193.9</b>	<b>194.9</b>	<b>199.8</b>	<b>2.5%</b>

<sup>1</sup> The Amended RPCA position count experienced a net increase of 0.6 FTE's in FY 2008. The RPCA PT position count increased by 0.8 FTE's due to corrections of technical errors in the position counts of prior year budgets. These corrections do not impact the budget authority of the Department, they are simply fixing errors in the FTE counts. The PT position count decreased by 0.2 FTE's due to a mid-year position conversion that resulted in a net FTE decrease.

<sup>2</sup> The Proposed RPCA position count is increasing by 4.9 FTE's in FY 2009. The Park Operations Program added 8.0 FTE's from ACPs per the City-Schools MOU for grounds maintenance. The position count is decreasing by 1.0 FTE due to the elimination of a Chinquapin Recreation Center custodial position; 1.0 FTE due to the elimination of a Lee Center custodial position; and 1.1 FTE's due to the elimination of two PT aquatics positions at Chinquapin Recreation Center. Some slight discrepancies may occur due to rounding.

# Recreation, Parks, & Cultural Activities

## Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide management services that enable the Department to deliver high quality services to the citizens and residents of the community.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	11.8%	11.8%	11.8%
Total Expenditures	\$2,433,549	\$2,392,584	\$2,534,653
Less Revenues	\$73,813	\$0	\$16,521
Net General Fund Expenditures	\$2,359,736	\$2,392,584	\$2,518,132
Program Outcomes			
% of department-wide performance outcomes and goals achieved	N/A	65%	100%

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and support services associated with the Department's mission in order to facilitate the operations of the Recreation, Parks & Cultural Activities Department.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$2,106,608	\$2,071,146	\$2,194,129
FTE's	19.1	19.2	18.3
# of department FTE's managed	193.9	194.6	200.1
\$ amount of departmental expenditures	\$20,628,117	\$20,280,870	\$21,485,128
Leadership & General Management expenditures as a % of total department	11.8%	11.8%	11.8%
% of departmental effectiveness targets met	N/A	65%	100%
% of community residents rating the department services/facilities as good to excellent	N/A	TBD	TBD

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to provide PC, Recreation System, Network infrastructure and software support to department staff in a timely manner in order to support the Department in its mission.			
Expenditures	\$326,941	\$321,437	\$340,524
FTE's	2.8	2.8	2.7
# of total requests processed	3,567	3,600	3,600
Cost per routine request processed	\$92	\$89	\$95
% of recreation Help Desk requests responded to within 5 days	89%	89%	90%

# Recreation, Parks, & Cultural Activities

## Park Operations and Capital Development

The goal of Park Operations and Capital Development is to provide quality facilities and development to meet the needs of the community through recreational opportunities.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	39.4%	39.4%	39.4%
Total Expenditures	\$8,120,061	\$7,983,370	\$8,457,415
Less Revenues	\$265,646	\$253,282	\$628,220
Net General Fund Expenditures	\$7,854,415	\$7,730,088	\$7,829,195
Program Outcomes			
% of park maintenance completed on schedule	N/A	100%	100%

### Activity Data

PARK PLANNING & DEVELOPMENT OF OPEN SPACE – The goal of Acquisition and Development of Open Space and Facilities is to advance new and ongoing initiatives in the development of parks, facilities and open space for the public in order to ensure high quality urban design development.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$650,426	\$639,477	\$677,449
FTE's	8.8	8.8	8.1
# of Open Space acres purchased in accordance with the Open Space Master Plan	2.007	0.873	TBD
Cost per acre for Open Space purchases	\$2.6 million	TBD	TBD

PARK OPERATIONS AND FACILITY MAINTENANCE – The goal of Park Operations is to protect public assets in the development of parks and athletic facilities, and to ensure the regular maintenance activities are carried out on a 7-10 day schedule.			
Expenditures	\$4,968,085	\$4,884,454	\$5,174,488
FTE's	40.4	40.5	51.1
# of athletic fields available for games each year	50	50	50
# of facilities maintained by Park Operations	217	217	217
Average cost per park facility maintained	\$22,894	\$22,509	\$23,846
% of mowing operations occurring during 7-10 day scheduled period	72%	99%	100%

MARINA OPERATIONS – The goal of the Marina Operations is to provide a safe, active, and efficient waterfront facility that is in keeping with the historical value of the city's Old Town District.			
Expenditures	\$422,333	\$415,224	\$439,879
FTE's	4.5	4.6	3.9
# of transit visitors per day (peak season)	N/A	TBD	TBD
Cost per transit visitor	N/A	TBD	TBD
% of boaters rating facilities good to excellent	98%	95%	98%

NATURAL RESOURCE MANAGEMENT – The goal of Natural Resource Management is to preserve and protect the existing population of 17,000 street trees and tens of 1000's of park trees through preventative maintenance and pruning every 5 years.			
Expenditures	\$2,079,216	\$2,044,216	\$2,165,599
FTE's	12.3	12.3	11.6
# of work orders completed	2,400	2,400	2,400
Cost per work order completed	\$866	\$852	\$902
% of blocks pruned according to schedule	100%	100%	100%

# Recreation, Parks, & Cultural Activities

## Recreation Services

The goal of Recreation Service is to provide quality wellness, athletics, aquatics, nature-based, cultural, life long learning and other leisure opportunities and facilities for residents and visitors in order to enrich the quality of life of the Alexandria community as a whole.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	38.8%	38.8%	38.8%
Total Expenditures	\$8,000,847	\$7,866,163	\$8,333,248
Less Revenues	\$197,653	\$257,447	\$257,447
Net General Fund Expenditures	\$7,803,194	\$7,608,716	\$8,075,801
Program Outcomes			
% of residents reporting they are satisfied with programs in which they participated	N/A	TBD	TBD

### Activity Data

<b>YOUTH RECREATION</b> – The goal of Youth Recreation is to provide sports, camps, cultural and educational enrichment, and other community recreation opportunities for Alexandria's youth population so they can develop physical fitness, lifelong learning, and citizenship skills.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$4,084,925	\$4,016,161	\$4,254,636
FTE's	49.2	49.4	46.1
# of youth (18 and under) registrations in programs/classes	9,100	9,300	9,400
Cost per youth involved in Recreation Activities	\$449	\$432	\$453
% of participants reporting satisfaction with youth programs/classes	N/A	TBD	TBD
<b>ADULT RECREATION</b> – The goal of Adult Recreation is to provide a variety of instructional and competitive programs, leagues, and social opportunities in order for adults to become physically fit, enjoy their leisure time, and pursue lifelong recreational skills.			
Expenditures	\$1,173,138	\$1,153,389	\$1,221,876
FTE's	16.7	16.7	11.8
# of registrations in adult recreation programs/classes	12,800	12,800	12,800
Cost per participant registered	\$92	\$90	\$95
% of participants reporting satisfaction with adult program/classes	N/A	TBD	TBD
<b>OTHER COMMUNITY RECREATION</b> – The goal of Other Community Recreation is to provide social opportunities and development for families and neighborhoods through modern recreational practices in order to meet the recreation needs of the community as a whole.			
Expenditures	\$265,375	\$260,908	\$276,400
FTE's	6.2	6.2	2.7
# of registrations in community recreation programs/classes	N/A	12,000	12,000
Cost per registration in community recreation program/class	N/A	\$22	\$23
% of participants reporting satisfaction with programs	N/A	TBD	TBD
<b>RECREATION FACILITY MAINTENANCE</b> – The goal of Recreation Facility Maintenance is to efficiently maintain the Community Recreation Centers and other Recreational Facilities in order to provide attractive, healthy, and safe environments for public recreation.			
Expenditures	\$2,477,409	\$2,435,705	\$2,580,335
FTE's	14.4	14.8	24.7
# of Recreation Centers	9	9	9
Cost per Recreation Center to maintain	\$275,268	\$270,634	\$286,704
% of total Recreation Services budget	31%	31%	31%

# Recreation, Parks, & Cultural Activities

## Arts, Marketing, and Special Services

The goal of Arts, Marketing, and Special Services is to provide a diverse range of Citywide cultural arts, special events, and leisure opportunities for residents and visitors to the City in order to stimulate the economy and enhance the quality of life in Alexandria.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	10.1%	10.1%	10.1%
Total Expenditures	\$2,073,660	\$2,038,753	\$2,159,812
Less Revenues	\$60,437	\$16,293	\$24,553
Net General Fund Expenditures	\$2,013,223	\$2,022,460	\$2,135,259
<b>Program Outcomes</b>			
% of public reporting awareness of events, programs & services, and cultural opportunities	N/A	TBD	TBD

### Activity Data

CULTURAL OPPORTUNITIES, GRANT-FUNDED ART, & SPECIAL SERVICES – The goal of Cultural Opportunities, Grant-funded Art, and Special Services is to host special events, programs, and services, and provide residents and visitors with opportunities to engage in life-long learning experiences and leisure activities.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,517,845	\$1,492,294	\$1,580,905
FTE's	12.9	12.9	12.9
# of special events supported	164	164	163
Cost per activity supported and/or coordinated	\$9,255	\$9,099	\$9,699
% of participants satisfied with park and/or facility rental	N/A	100%	100%

COMMUNITY OUTREACH & EDUCATION - The goal of Community Outreach and Education Activity is to promote and educate the residents and draw visitors on behalf of the Department and the City about activities to provide life long learning and leisure activities.			
Expenditures	\$343,157	\$337,381	\$357,414
FTE's	4.4	4.6	4.0
# of promotional activities	165	175	175
Cost per promotional activity	\$2,080	\$1,928	\$2,042
Participation rate per 1,000 residents (in RPCA programs)	N/A	TBD	TBD

VOLUNTEER RESOURCES – The goal of the Volunteer Resources Activity is to recruit, manage and support volunteer activities within the department in order to provide the volunteer with an opportunity to serve the community.			
Expenditures	\$212,658	\$209,078	\$221,493
FTE's	2.2	2.2	1.9
# of volunteer hours provided	57,200	57,200	60,000
\$ value of in-kind volunteer time	\$1,029,600	\$1,029,600	\$1,126,200
Value of in-kind volunteer time as a % of RPCA budget	5.0%	5.1%	5.2%

# Recreation, Parks, & Cultural Activities

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<p><b>Natural Resource Mgmt</b></p> <p>Because of the success of the City's Open Space program, the City continues to acquire new properties every year. The addition of these properties means RPCA incurs additional maintenance responsibilities. In FY 2009, RPCA will have increased maintenance requirements at Oak Grove, 48 S. Early, 4109-4121 Mt. Vernon Ave., Freedmen's Cemetery, 27A East Linden, the G.W. Parkway Urban Deck, and Porto Vechio frontage. These new properties make up more than 268,000 square feet (6.15 acres). Cost estimates for maintenance of these new properties are based on the City's Open Space guidelines. These properties qualify as level two sites (turf/lawn with passive uses) which average from \$5,000 to \$10,000 per acre. Parks staff visited these sites and determined that they would average \$8,125 per acre to maintain. This cost per acre for 6.15 acres comes out to \$49,968 for annual maintenance. The Department is requesting \$50,000. Maintenance for these properties will be performed by contracted crews and will not require any additional staffing.</p>	<p><i>Maintenance of New Properties</i></p>	<p><b>\$50,000</b></p>
<p><b>Park Operations</b></p> <p>Funding for grounds maintenance at T.C. Williams was not included in the Schools Outdoor Maintenance Agreement (MOU) between the City and the Schools. This item was not included because the facility was still under construction and no grounds maintenance was required for FY 2008.</p> <p>RPCA plans to implement a maintenance plan for T.C. in FY 2009 consistent with maintenance level 3 laid out in the City-Schools MOU. This level of service calls for mowing on a 10-14 day schedule, leaf collection on a 15 day schedule, trash removal on a 5-7 day schedule, and snow removal within 8 hours. Other grounds maintenance activities will include trimming, edging, aeration, irrigation, seeding, fertilizing, erosion control, tree work, mulching, graffiti removal, plant replacement, pest abatement, drainage, health and safety information signage, and litter control. The T.C. Williams campus will also require synthetic and natural field maintenance, asphalt and concrete repair, fencing and bleacher repair, and track maintenance. Parks staff will also be responsible for support services at T.C. such as goal placement and lining of fields, scheduling of fields, and special events support.</p> <p>The number of responsibilities and the requirement of working around regular school schedules make a T.C. grounds maintenance program both complex and expensive. RPCA is basing its cost estimate for this program on the standards laid out in the City-Schools MOU and its experience at the G.W. Middle School campus (the most comparable property). The T.C. Williams campus is close to double the size of G.W. RPCA is requesting a funding increase of \$50,000 in FY 2009 for this new program. The Department plans to revisit the program costs after a year to determine if any additions or reductions should be made.</p>	<p><i>T.C. Williams Outdoor Maintenance</i></p>	<p><b>\$50,000</b></p>

# Recreation, Parks, & Cultural Activities

## Summary of Budget Changes, continued

Expenditure Reductions			
Activity	Reduction Option	FTE's	FY 2009 Proposed
<b>Park Operations</b> Currently, the storm water retention pond is cleaned three times per week and after each storm at an annual cost of \$50,000. The industry standard for a pond of this type and size is a twice per week cleaning schedule. By going to a twice per week schedule, the City would save \$20,000 annually. Also, in FY 2008 the City invested in a "trap" at the inflow to Ben Brenman Pond, which should prevent a substantial amount of the unwanted materials from entering the pond.	<i>Brenman Storm Water Pond Maint.</i>		<b>(\$20,000)</b>
<b>Natural Resource Mgmt</b> RPCA can save \$30,000 annually by changing from a 7-14 day mowing schedule at stream valley parks to a 14-21 day schedule during summer months. These park areas include Holmes Run, Four Mile Run shorelines, Tareyton Park stream valley, and Taylor Run stream valley. This service reduction would fall during times of typically lower rainfall totals, which results in less of a need for regular mowing. These park areas have been identified by Parks staff as being the least essential in their care. They are less visible and less essential to economic development than other parkland and public open space in the City.	<i>Stream Bank Mowing Reduction</i>		<b>(\$30,000)</b>
<b>Cultural Ops, Art, &amp; Special Services</b> The City will no longer provide a \$5,000 annual contribution to the Virginia Scottish Games as the event is no longer held within the City of Alexandria.	<i>Virginia Scottish Games</i>		<b>(\$5,000)</b>
<b>Recreation Facility Maintenance</b> Funding for a vacant FT custodial position at the Lee Center will be eliminated in FY 2009. The workload will be absorbed by the other Lee Center custodial positions. This reduction will result in a 1.0 FTE reduction and a savings of \$56,805.	<i>Lee Center Custodian</i>	<b>(1.0)</b>	<b>(\$56,805)</b>
<b>IT Management</b> The FY 2009 RPCA budget for IT supplies will be reduced by \$13,000. The total non-personnel IT budget for the Department changes from \$98,250 to \$85,250.	<i>IT Supplies</i>		<b>(\$13,000)</b>
<b>Multiple Activities</b> RPCA will reduce its overtime budget in FY 2009 by \$35,000. This includes \$5,000 in the Leadership and Management Activity and \$30,000 from the Park Operations Activity. This reduction may result in slight service reductions in areas such as special event support and park maintenance throughout the year as the Department is forced to live within its budget.	<i>Reduction in Overtime</i>		<b>(\$35,000)</b>
<b>Cultural Ops, Art, &amp; Special Services</b> Funding for a vacant Charles Houston custodial position will be eliminated in FY 2009. Initially, RPCA will examine its overall staff alignment for custodial services and make the necessary adjustments in order to provide these services. In the long term, the Department will explore the potential advantages and disadvantages of contracting out some or all of its custodial services. This reduction option will result in a decrease of 1.0 FTE and \$50,559 in annual savings.	<i>Charles Houston Custodian</i>	<b>(1.0)</b>	<b>(\$50,559)</b>

# Recreation, Parks, & Cultural Activities

## Summary of Budget Changes

### Expenditure Reductions, continued

Activity	Reduction Option	FTE's	FY 2009 Proposed
<b>Rec Facility Maintenance</b>	<i>Aquatics Positions</i>	<b>(1.05)</b>	<b>(\$45,446)</b>
<p>In FY 2009, funding for two aquatics program positions will be eliminated. The positions include a .75 FTE aquatics position and a .3 FTE lifeguard position. Both positions are currently vacant. The aquatics position will save \$31,790 and the lifeguard position will save \$13,655. The service impact of eliminating the lifeguard position should be minimal as RPCA now employs all lifeguards with seasonal staffing funds. The workload of the aquatics position will have to be absorbed by other Chinguapin Recreation Center staff. Some reduction in service is anticipated.</p>			
<b>Community Outreach &amp; Ed.</b>	<i>RPCA Brochure Reduction</i>		<b>(\$40,000)</b>
<p>RPCA will reduce the number of program brochures it prints in FY 2009 to 50,000 per trimester. The Department will work towards only issuing the brochure to the public through a free subscription program. The goal of this initiative is to eliminate the inefficient practice of distributing the brochure to every address in the City. This practice has typically resulted in large quantities of brochures being wasted. The Department will also start publishing the full program brochure on its website and working to educate the public on this new source for recreation information.</p>			

### Fee Increases in the Proposed Budget

Activity	Fee Adjustment	FY 2009 Proposed
<b>Youth Recreation</b>	<i>Youth Sports Registration</i>	<b>\$4,600</b>
<p>The City is proposing to increase the fee for registration in Youth Sports Leagues from \$20 to \$25. The estimated number of annual participants is 1,200, with about 25% requesting a reduced or no fee option. The fee increase is to help offset the rising City costs for athletic field and facility maintenance.</p>		
<b>Youth Recreation</b>	<i>Non-City Sponsored Athletic Programs</i>	<b>\$15,000</b>
<p>The City is proposing assessing a \$5 per participant fee for non-City sponsored youth athletic leagues (i.e. ASA, Little League, and Lacrosse). This fee would be in addition to the registration fees charged by the league sponsors. This fee is intended to help offset the rising costs of athletic field maintenance. The City currently provides these organizations unlimited use of City fields for games and practices at no charge. The estimated total number of participants for Spring and Fall soccer, Spring Lacrosse, and Fall Little League is 4,000. The revenue estimate assumes 25% of participants will request a reduced or no fee option.</p>		
<b>Park Ops</b>	<i>Park Rentals</i>	<b>\$11,200</b>
<p>The fee for reserving park shelters is increasing in FY 2009 from \$75 to \$100 for small shelters and \$100 to \$150 for large shelters. This increase is intended to bring the City's rates more in line with neighboring jurisdictions as well as to help recover more of the costs associated with providing this service to the public. The potential revenues from this service area are almost completely weather driven, but based on FY 2007 reservations, this option should generate about \$11,200 in additional revenues.</p>		
<b>Arts &amp; Marketing</b>	<i>Therapeutic Rec Summer Camps</i>	<b>\$14,000</b>
<p>There has historically been no fee for participants enrolled in Therapeutic Recreation summer camps. The City is proposing charging \$50 per session for these camps starting in FY 2009. A session is Monday - Friday, 9:30 am - 4:00 pm, for two weeks. The City offers four of these sessions during the summer and has an estimated seventy campers per session. A Fee Assistance Program will be available for these camps.</p>		

# Recreation, Parks, & Cultural Activities

## Changes Recommended in City Manager's Alternative Budget

Activity	Option	FTE's	FY 2009 Impact
<b>Park Operations</b>	<i>Brenman Storm Water Pond Maint.</i>		<b>\$20,000</b>
<p>The RPCA budget for cleaning the Brenman storm water retention pond was reduced by \$20,000 in the City Manager's Proposed Budget. By restoring this funding, the Department can continue to operate on a three times per week cleaning schedule as opposed to the proposed twice a week schedule.</p>			
<b>Natural Resource Mgmt</b>	<i>Stream Bank Mowing Reduction</i>		<b>\$30,000</b>
<p>The City Manager's Proposed Budget reflects a reduction in \$30,000 for mowing services at certain City parklands located on or around stream banks. By restoring this funding, the Department will continue to mow these areas on a 7-14 day schedule during summer months as opposed to the 14-21 day proposed schedule.</p>			
<b>Rec Facility Maintenance</b>	<i>Aquatics Positions</i>	<b>1.05</b>	<b>\$45,446</b>
<p>Funding for two aquatics program positions was eliminated in the FY 2009 City Manager's Proposed Budget. Restoration of this funding would result in a budget increase of \$45,446 and a staffing increase of 1.05 FTE's. This action would eliminate the anticipated service reduction in the aquatics program caused by this cut.</p>			

## Miscellaneous RPCA Data

### FY 2009 RPCA General Fund Expenditures and Revenues

	FY 2007 Actual	FY 2008 Projected	FY 2009 Proposed
General Fund Expenditures	\$20,030,568	\$19,753,848	\$20,558,387
<b>General Fund Revenues</b>			
General Parks & Recreation	\$986,467	\$870,000	\$989,000
Chinquapin Recreation Center	\$791,556	\$750,000	\$810,000
Total Revenues	\$1,778,023	\$1,620,000	\$1,799,000
<b>NET GENERAL FUND IMPACT</b>	<b>\$18,252,545</b>	<b>\$18,133,848</b>	<b>\$18,759,387</b>

FY 2009 Public Recreation Statistics	
Total Acreage	964.62
Facilities:	#
Playgrounds	46
Gymnasiums	16
Swimming Pools	7
Basketball Courts	25
Tennis Courts	39
Athletic Fields	56
Dog Parks	17

# Recreation, Parks, & Cultural Activities

## Alexandria Commission for the Arts

Alexandria Commission for the Arts FY 2008 Grant Awards to Date			
Organization	Type	Discipline	Award
Alexandria Choral Society	Operating	Music	\$10,512
Alexandria Harmonizers	Operating	Music	\$11,752
Alexandria Harmonizers	Tech Assistance	Music	\$1,000
Alexandria Performing Arts Association	Operating	Interdisciplinary	\$10,725
Alexandria Singers	Operating	Music	\$11,674
Alexandria Symphony Orchestra	Operating	Music	\$11,778
Alexandria Symphony Orchestra	Special Opportunity	Music	\$3,000
Art League	Operating	Visual Arts	\$12,792
Art League	Tech Assistance	Visual Arts	\$1,000
Art League	Special Opportunity	Visual Arts	\$5,000
Choreographers Collaboration Project	Project	Dance	\$1,820
Del Ray Artisans	Operating	Visual Arts	\$8,103
Dream in Color Foundation	Special Opportunity	Dance	\$2,200
Eclipse Chamber Orchestra	Project	Music	\$9,202
Ecovoce	Operating	Music	\$2,130
Empowered Women International	Project	Interdisciplinary	\$10,400
First Night Alexandria	Project	Interdisciplinary	\$11,830
First Night Alexandria	Tech Assistance	Interdisciplinary	\$1,000
Jane Franklin Dance Company	Project	Dance	\$4,914
Kathy Harty Gray Dance Theatre	Operating	Dance	\$8,357
Kathy Harty Gray Dance Theatre	Tech Assistance	Dance	\$1,000
MetroStage	Operating	Theatre	\$10,205
MetroStage	Tech Assistance	Theatre	\$1,000
National Rehabilitation & Rediscovery Fund	Project	Dance	\$4,448
Northern Virginia Fine Arts Association	Operating	Interdisciplinary	\$10,166
Northern Virginia Youth Orchestras	Project	Music	\$3,720
Port City Playhouse	Operating	Theatre	\$3,920
Retired Senior Volunteer Program	Project	Visual Arts	\$600
Springwater Fiber Workshop	Operating	Visual Arts	\$12,220
Springwater Fiber Workshop	Tech Assistance	Visual Arts	\$682
Tapestry Theatre	Operating	Theatre	\$4,154
Virginia Opera	Project	Music	\$9,230
Washington Balalaika Society	Project	Music	\$3,535
WA Metro Philharmonic	Operating	Music	\$10,868
<b>TOTAL FY 2008 GRANTS</b>			<b>\$214,937</b>

## Other Recreation

**Description:** The City of Alexandria is a member jurisdiction of the Northern Virginia Regional Park Authority (NVRPA). NVRPA strives to enhance the communities of Northern Virginia and enrich the lives of their citizens through the conservation of regional natural and cultural resources. It provides diverse regional recreational and educational opportunities, and fosters an understanding of the relationship between people and the environment. The City's contribution to NVRPA is based on its proportional share of the total population of member jurisdictions. NVRPA operates two facilities within the City of Alexandria, the Carlyle House and Cameron Run Regional Park.

### FY 2009 Budget Summary

- The overall operating budget request for all member jurisdictions of the Northern Virginia Regional Park Authority increased by 1.4% from \$3,354,027 to \$3,401,705. This increase is due to increases in personnel costs. These are attributable to a 2.9% market rate adjustment, merit increases, and increases in health insurance rates. Most other NVRPA operating costs are actually decreasing in FY 2009 and helping to offset the personnel increases. NVRPA's total FY 2009 operating budget is \$18,019,864 with 73.2% of this offset by user fees (Enterprise Fund).
- The City of Alexandria's share decreased from 8.32% of the total to 8.31% due to a slight decrease in its relative share of population as compared to other member jurisdictions.
- The City's actual contribution increased by 1.2% from \$279,055 to \$282,523 due to the combination of the slight reduction in the City's percent share and the 1.4% overall cost increase to member jurisdictions.

### Summary Table

Jurisdiction	Population	Percent	Operating Budget Request
City of Alexandria	136,974	8.31%	\$282,523
Arlington County	199,776	12.11%	\$412,058
City of Fairfax	22,422	1.36%	\$46,248
Fairfax County	1,010,443	61.27%	\$2,084,140
City of Falls Church	10,799	0.65%	\$22,274
Loudoun County	268,817	16.30%	\$554,462
<b>Total</b>	<b>1,649,231</b>	<b>100%</b>	<b>\$3,401,705</b>

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Recom. Base	% Change 2008-2009
Personnel	\$0	\$0	\$0	0.0%
Non-Personnel	260,260	279,055	282,523	1.2%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$260,260</b>	<b>\$279,055</b>	<b>\$282,523</b>	<b>1.2%</b>
<b>Funding Sources</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$260,260</b>	<b>\$279,055</b>	<b>\$282,523</b>	<b>1.2%</b>
<b>Total Department FTE's</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

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# Operating Agencies

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## PUBLIC WORKS

Transportation and Environmental Services.....	18-2
Transit Subsidies.....	18-25

# Transportation & Environmental Services

**Mission Statement:** The mission of Transportation & Environmental Services is to provide excellent multimodal transportation services and facilities, and to protect and enhance the natural environment to improve the quality of life for those who live in, work in, and visit the city of Alexandria.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$30,903,134	\$37,789,779	\$39,104,617
Less Revenues	\$5,311,739	\$10,045,691	\$10,482,097
Net Gen. Fund Expenditures	\$25,591,395	\$27,744,088	\$28,622,520
Authorized Positions (FTE's)	206.0	206.0	211.0

- Personnel costs increased by \$1,195,708 (7.6%) due to the addition of 5 new positions, including 2 permit center positions and one development review position to be funded by the General Fund and one transportation planner and one parking planner, both to be funded by the City's local share of NVTA.
- Interfund Transfers increased by \$120,510 (2.0%) due to an increase in the amount non-General Fund sanitary sewer debt service and CIP funding.
- The residential refuse collection annual fee is proposed to increase by \$17 to cover increased costs.

### Highlights

• In FY 2009, the proposed T&ES General Fund budget is increasing by \$878,432, or 3.2%, due to adjustments described on the following pages partially offset by a \$203,260 increase in vacancy savings and \$124,000 in reductions for one-time projects funded in FY 2008.

## T&ES Programs and Activities

**Leadership & Management Support**  
Leadership and General Management

**Streets & Sidewalk Maintenance**  
Street Maintenance  
Sidewalk, Curb & Gutter Maintenance  
Snow Plowing & De-Icing

**Sewer Maintenance**  
Sanitary Sewer Maintenance  
Storm Sewer Maintenance  
Fire Hydrant Maintenance

**Recycling**  
Residential Recycling Collection  
Commercial Recycling  
Other Recycling

**Capital Project Management**  
Design Management  
Construction Management  
Bridge Inspection & Maintenance

**Transportation Management**  
Signals, Signs & Markings  
Parking Meters  
Plan Review  
Special Events  
Traffic Calming  
Street Lighting  
Impound Lot

**Refuse Collection**  
Commercial Refuse Collection  
Residential Refuse Collection  
Spring Clean-Up

**Street Cleaning**  
Street Sweeping  
Special Events  
Leaf Collection  
King Street Cleaning

**Environmental Quality**  
Air Quality  
Water Quality  
Noise Quality  
Contaminated Land

**Plan Review & Permitting**  
Site Plan Review  
Development Site Inspection  
Permitting  
Flood Plain Management

**Alternative Transportation Planning & Support**  
Regional Transportation Planning  
Alternative Transportation Promotion  
Paratransit Services Administration  
Bicycle & Pedestrian Coordination

## Dept Info

**Department Contact Info**  
703.838.4966  
[www.alexandriava.gov/tes](http://www.alexandriava.gov/tes)

**Department Head**  
Rich Baier, Director  
703.838.4966  
[rich.baier@alexandriava.gov](mailto:rich.baier@alexandriava.gov)

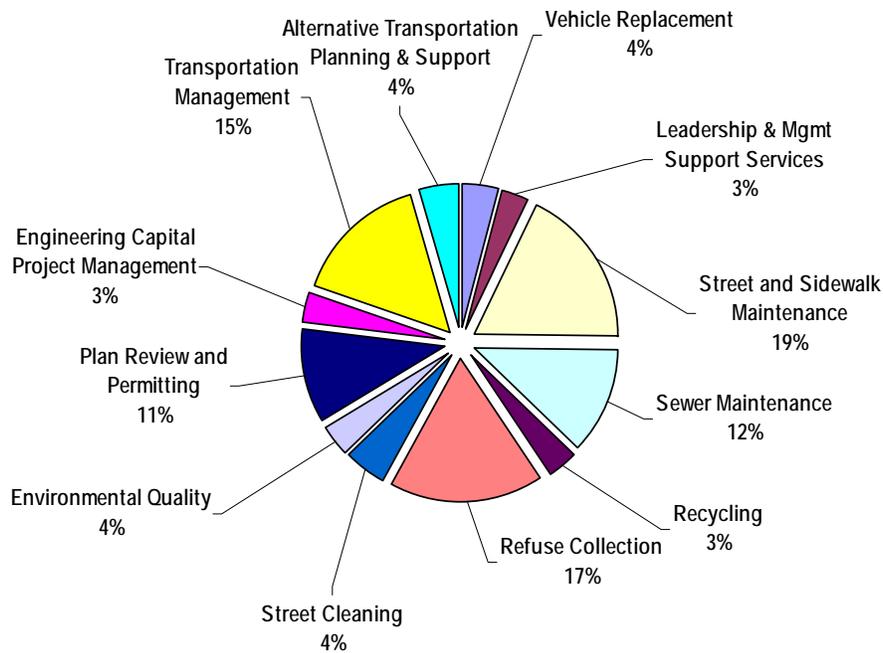
**Department Staff**  
Emily Baker, City Engineer  
Tom Culpepper, Deputy Director for Transportation  
Doug McCobb, Deputy Director for Operations

# Transportation & Environmental Services

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of department-wide performance outcomes and goals achieved	NA	TBD	TBD
% of streets and sidewalks in good to excellent condition	NA	90%	90%
% of sanitary sewers operational	100%	100%	100%
% of storm sewer repairs completed within 3 working days	NA	TBD	80%
% of citizens who use alternative transportation as indicated through a bi-annual survey	42%	TBD	45%
% of the waste stream diverted by recycling	24%	32%	32%
% of customers who rate refuse collection as good to excellent	NA	TBD	TBD

## FY 2009 Proposed Expenditures by Program



# Transportation & Environmental Services

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Personnel	\$15,115,473	\$15,723,691	\$16,919,399	7.6%
Non-Personnel	13,706,237	14,726,121	14,721,996	0.0%
Capital Goods Outlay	40,109	1,448,507	1,451,252	0.2%
Interfund Transfers	2,041,315	5,891,460	6,011,970	2.0%
<b>Total Expenditures</b>	<b><u>\$30,903,134</u></b>	<b><u>\$37,789,779</u></b>	<b><u>\$39,104,617</u></b>	<b><u>3.5%</u></b>
<b>Less Revenues</b>				
Internal Services	\$2,380	\$1,448,507	\$1,405,022	-3.0%
Sanitary Sewer Fund	2,519,960	7,350,000	7,632,575	3.8%
Special Revenue Funds	2,789,399	1,247,184	1,444,500	15.8%
<b>Total Designated Funding Sources</b>	<b><u>\$5,311,739</u></b>	<b><u>\$10,045,691</u></b>	<b><u>\$10,482,097</u></b>	<b><u>4.3%</u></b>
<b>Net General Fund Expenditures</b>	<b><u>\$25,591,395</u></b>	<b><u>\$27,744,088</u></b>	<b><u>\$28,622,520</u></b>	<b><u>3.2%</u></b>
Total Department FTE's	206.0	206.0	211.0	2.4%

# Transportation & Environmental Services

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	\$910,652	\$981,909	\$998,927	1.7%
Street and Sidewalk Maintenance	5,622,300	6,062,233	6,145,904	1.4%
Sewer Maintenance	3,679,966	8,436,449	8,735,717	3.5%
Recycling	1,038,526	1,119,789	1,135,980	1.4%
Refuse Collection	5,376,700	5,797,415	5,880,623	1.4%
Street Cleaning	1,466,704	1,581,470	1,607,127	1.6%
Environmental Quality	1,107,426	1,194,080	1,214,116	1.7%
Plan Review and Permitting	3,314,841	3,574,221	3,945,889	10.4%
Engineering Capital Project Management	976,561	1,052,975	1,071,126	1.7%
Transportation Management	4,789,660	5,164,441	5,505,364	6.6%
Alternative Transportation Planning and Support	1,332,812	1,437,102	1,458,822	1.5%
Vehicle Replacement*	\$1,286,992	\$1,387,696	\$1,405,022	1.2%
<b>Total Expenditures</b>	<b>\$30,903,140</b>	<b>\$37,789,780</b>	<b>\$39,104,617</b>	<b>3.5%</b>

\*Depreciation for future vehicle replacement is budgeted in the programs to which the vehicles are assigned. Expenditures from the equipment replacement fund are listed separately so as not to distort individual program costs.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Leadership & Management Support Services	8.3	8.3	8.3	0.0%
Street and Sidewalk Maintenance	22.0	22.0	22.0	0.0%
Sewer Maintenance	23.9	23.9	23.9	0.0%
Recycling	6.6	6.6	6.6	0.0%
Refuse Collection	34.0	34.0	34.0	0.0%
Street Cleaning	18.2	18.2	18.2	0.0%
Environmental Quality	8.5	8.5	8.5	0.0%
Plan Review and Permitting	37.3	37.3	40.3	8.0%
Engineering Capital Project Management	7.9	7.9	7.9	0.0%
Transportation Management	30.4	30.4	32.4	6.6%
Alternative Transportation Planning and Support	8.9	8.9	8.9	0.0%
<b>Total FTE's</b>	<b>206.0</b>	<b>206.0</b>	<b>211.0</b>	<b>2.4%</b>

# Transportation & Environmental Services

## Leadership & Management Support Services Program

The goal of the Leadership and Management Support Services is to provide leadership and policy guidelines for the Department of Transportation and Environmental Services, and to provide departmental support in information technology, public information, and fiscal management.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	2.9%	2.6%	2.6%
Total Expenditures	\$910,652	\$981,909	\$998,927
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$910,652	\$981,909	\$998,927
Program Outcomes			
% of department-wide performance outcomes and goals achieved	NA	TBD	TBD
T&ES operating expenditures per capita	\$220.54	\$267.86	\$275.30

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to develop and administer departmental policy, manage and coordinate personnel, maintain APWA accreditation, manage the departmental budget and grants, and oversee purchasing.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$910,652	\$981,909	\$998,927
FTE's	8.3	8.3	8.3
# of department FTEs managed	206	206	211
\$ amount of departmental expenditures	\$30,903,134	\$37,789,779	\$39,104,617
Leadership & Management Support Services expenditures as % of department total	2.9%	2.6%	2.6%
% of departmental effectiveness targets met	NA	90%	95%

# Transportation & Environmental Services

## Streets & Sidewalks Program

The goal of Street and Sidewalk Maintenance is to maintain existing roads and sidewalks for the safe and efficient movement of vehicles and pedestrians.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	18.2%	16.0%	15.7%
Total Expenditures	\$5,622,300	\$6,062,233	\$6,145,904
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$5,622,300	\$6,062,233	\$6,145,904
Program Outcomes			
% of streets and sidewalks in good to excellent condition	NA	90%	90%
Average pavement condition rating*	NA	TBD	TBD

\* T&ES is in the process of implementing a maintenance management system that will include a pavement rating function. Average pavement condition data will not be available until it is in use.

### Activity Data

<b>STREET MAINTENANCE</b> – The goal of Street Maintenance is to repair potholes within 24 hours of notification, maintain the riding surface of streets and alleys in a safe condition by resurfacing them on an as-needed basis, and restore to City standards the public right-of-way disturbed by utility companies and private contractors within 30 days of permanent underground installation.	<b>FY 2007 Actual</b>	<b>FY 2008 Approved</b>	<b>FY 2009 Proposed</b>
Expenditures	\$4,092,605	\$4,412,843	\$4,475,285
FTE's	20.3	20.3	20.3
# of lane miles resurfaced	38	40	40
Cost per lane mile resurfaced	\$31,579	\$32,525	\$35,577
% of residents rating the condition of local roads as good	NA	TBD	100%
<b>SIDEWALK, CURB, &amp; GUTTER MAINTENANCE</b> – The goal of Sidewalk, Curb and Gutter Maintenance is to maintain sidewalks, provide pedestrian safety, and maintain good drainage of streets through the continued maintenance and repair of curbs and gutters.			
Expenditures	\$865,293	\$933,000	\$944,674
FTE's	0.1	0.1	0.1
# of sidewalks replaced (square yards)	10,099	8,000	8,000
Cost per square yard of sidewalk replaced	\$44.50	\$45.00	\$45.00
# of curb and gutter replaced (linear feet)	4,193	TBD	5,000
Cost per linear foot of curb and gutter replaced	\$23.75	TBD	\$25.00
% of residents who rate the conditions of sidewalk, curb and gutter as good	NA	TBD	75%
<b>SNOW PLOWING &amp; DE-ICING</b> – The goal of Snow Removal is to clear the City streets from snow and ice in a timely manner consistent with City standards.			
Expenditures	\$664,402	\$716,390	\$725,945
FTE's	1.6	1.6	1.6
# of lane miles plowed	3,963	5,925	6,000
# of snow events responded to	NA	TBD	6
# of inches of snow fall annually	NA	TBD	12
Cost per lane mile plowed	\$114	\$117	\$120
% of residents rating City snow removal operations as good	NA	TBD	75%

# Transportation & Environmental Services

## Sewer Maintenance Program

The goal of Sewer Maintenance is to provide inspection, cleaning and repair to the City's sanitary and storm water collection and conveyance systems to minimize property damage, health hazards and pollution of surrounding water areas.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	11.9%	22.3%	22.3%
Total Expenditures	\$3,679,966	\$8,436,449	\$8,735,717
Less Revenues	\$2,519,960	\$7,350,000	\$7,632,575
Net General Fund Expenditures	\$1,160,006	\$1,086,449	\$1,103,142
<b>Program Outcomes</b>			
% of sanitary sewers operational	100%	100%	100%

### Activity Data

SANITARY SEWER MAINTENANCE – The goal of Sanitary Sewer Maintenance is to provide continuous inspection and cleaning of public sewers, inspect complaints within 2 hours of notification, and to eliminate structural and health hazards.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$2,672,360	\$7,350,000	\$7,632,575
FTE's	15.0	15.0	15.0
# of linear feet of sanitary sewers cleaned and inspected	1,172,160	1,300,000	TBD
Cost per linear foot of sewer cleaned and inspected	\$0.25	\$0.56	\$0.56
% of linear feet of sewers cleaned and inspected on schedule	90%	95%	95%

STORMWATER SEWER MAINTENANCE – The goal of Stormwater Sewer Maintenance is to provide continuous inspection and cleaning of public sewers, inspect complaints within 2 hours of notification, and find and eliminate structural and health hazards.			
Expenditures	\$839,628	\$905,327	\$919,673
FTE's	8.7	8.7	8.7
# of repair work orders completed for storm sewers	90	90	90
Cost per repair completed	\$500	TBD	\$500
% of storm water repairs completed within three working days	NA	TBD	80%

FIRE HYDRANT MAINTENANCE – The goal of Fire Hydrant Maintenance is to repair existing and install new City fire hydrants in order to keep fire hydrants in working order.			
Expenditures	\$167,978	\$181,122	\$183,469
FTE's	0.2	0.2	0.2
# of fire hydrants repaired overhauled	640	TBD	650
Cost per fire hydrant repaired overhauled	NA	TBD	\$500
% of fire hydrants overhauled on schedule	NA	TBD	100%

# Transportation & Environmental Services

## Recycling Program

The goal of Recycling is to provide residential, commercial, multi-family and other collection services to divert at minimum 25% of the waste stream.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	3.4%	3.0%	2.9%
Total Expenditures	\$1,038,526	\$1,119,789	\$1,135,980
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,038,526	\$1,119,789	\$1,135,980
<b>Program Outcomes</b>			
% of the waste stream diverted	24.3%	32.0%	32.0%

### Activity Data

RESIDENTIAL RECYCLING COLLECTION – The goal of Residential Recycling Collection is to provide residential curbside recycling collection on a weekly basis in order to divert materials from the waste stream.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$962,935	\$1,038,283	\$1,053,079
FTE's	5.7	5.7	5.7
Tons of residential recycling collected	5,492	5,400	6,000
Cost per residential ton recycled	NA	\$193	\$115
% of waste stream diverted	NA	TBD	TBD
% of recycling complaints resolved within one business day	100%	100%	100%

COMMERCIAL & MULTI-FAMILY COLLECTION – The goal of the Commercial and Multi-family Collection program is to establish implementation plans for recycling in commercial and multi-family establishments in order to divert materials from the waste stream.			
Expenditures	\$62,710	\$67,617	\$68,803
FTE's	0.8	0.8	0.8
Tons of commercial and multi-family recycling reported	NA	TBD	TBD
Cost per commercial and multi-family recycling plan monitored	NA	TBD	TBD
% of waste stream diverted	NA	TBD	TBD

OTHER COLLECTIONS – The goal of Other Collections is to provide weekly collection and environmentally safe disposal of common household products that could harm our workers or the environment, to provide drop off centers for computers and electronic items, and to provide collection of white goods on a weekly basis.			
Expenditures	\$12,881	\$13,889	\$14,098
FTE's	0.1	0.1	0.1
Tons of other items collected	1,717	1,800	1,900
Cost per ton of other items collected	\$6.59	\$7.70	\$9.00
% of services requests completed on schedule	NA	TBD	100%

# Transportation & Environmental Services

## Refuse Collection Program

The goal of Refuse Collection is to provide business, church, school, and residential collections and spring clean up in order to maintain a clean environment.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	17.4%	15.3%	15.0%
Total Expenditures	\$5,376,700	\$5,797,415	\$5,880,623
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$5,376,700	\$5,797,415	\$5,880,623
Program Outcomes			
% of customers who rate refuse collection as good to excellent	84.1%	TBD	TBD

### Activity Data

COMMERCIAL COLLECTION – The goal of Commercial Collection is to provide weekly refuse collection for businesses, churches and schools in order to maintain a clean environment.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$859,417	\$926,664	\$940,278
FTE's	6.5	6.5	6.5
Tons of commercial trash collected	3,255	3,971	4,500
Cost per ton of commercial trash collected	\$264	\$233	\$209
% of routes completed on schedule	98%	TBD	98%

RESIDENTIAL CURBSIDE COLLECTION – The goal of Residential Curbside Collection is to provide weekly refuse collection for residents in order to maintain a clean environment.			
Expenditures	\$4,352,084	\$4,692,626	\$4,759,951
FTE's	27.4	27.4	27.4
Tons of residential curbside trash collected	28,428	30,133	32,000
Cost per ton of residential curbside trash collected	\$153	\$156	\$149
Refuse/recycling fee (100% cost recovery rate)	\$237	\$264	\$281
% of routes completed on schedule	98%	TBD	98%

SPRING CLEAN-UP – The goal of Spring Clean-Up is to provide Saturday refuse collection in the spring in order to maintain a clean environment.			
Expenditures	\$165,199	\$178,125	\$180,394
FTE's	0.1	0.1	0.1
Tons of trash collected	445	445	600
Cost per ton of trash collected	\$371	\$400	\$301
% of neighborhoods completed on schedule	NA	TBD	98%

# Transportation & Environmental Services

## Street Cleaning Program

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	4.7%	4.2%	4.1%
Total Expenditures	\$1,466,704	\$1,581,470	\$1,607,127
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,466,704	\$1,581,470	\$1,607,127
<b>Program Outcomes</b>			
% of complaints resolved within 24 hours	NA	TBD	97%

### Activity Data

STREET SWEEPING – The goal of Street Sweeping is to sweep and flush City streets in order to ensure that streets are clean and sanitary.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$970,661	\$1,046,613	\$1,063,969
FTE's	13.0	13.0	13.0
# of lane miles swept and flushed	29,700	TBD	34,000
Cost per lane mile swept and flushed	\$50.00	TBD	\$74.00
% of complaints resolved within one business day	NA	TBD	97%

SPECIAL EVENTS – The goal of Special Events is to provide a clean environment for event participants.			
Expenditures	\$57,564	\$62,068	\$62,870
FTE's	0.1	0.1	0.1
Tons of material collected	15	16	17
Cost per ton of material collected	\$3,838	\$3,879	\$3,698
% of customers satisfied with special event clean up	NA	TBD	75%

LEAF COLLECTION – The goal of Leaf Collection is to provide vacuum and bag leaf collection for residential customers during the late fall in order to ensure that streets and catch basins are clean.			
Expenditures	\$343,179	\$370,032	\$375,773
FTE's	3.3	3.3	3.3
Cubic yards of leaves collected	33,600	33,000	33,000
Cost per cubic yard of leaves collected	\$10.21	\$11.21	\$11.39
% of streets cleaned on schedule	NA	TBD	97%

KING STREET CLEANING – The goal of King Street Cleaning is to provide a desirable environment that will attract visitors to the City's historic district of shops and restaurants.			
Expenditures	\$95,300	\$102,757	\$104,515
FTE's	1.8	1.8	1.8
# of blocks cleaned per day	18	18	20
Cost per block cleaned per day	\$26.64	\$28.36	\$33.00
% of litter problems resolved in the same business day	NA	TBD	97%

# Transportation & Environmental Services

## Environmental Quality Program

The goal of Environmental Quality is to provide air, water, noise and land quality services in order to protect and enhance the public's health and welfare and the City's environment.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	3.6%	3.2%	3.1%
Total Expenditures	\$1,107,426	\$1,194,080	\$1,214,116
Less Revenues	\$333,290	\$43,730	\$84,222
Net General Fund Expenditures	\$774,136	\$1,150,350	\$1,129,894
<b>Program Outcomes</b>			
% of complaints closed in 30 days	NA	TBD	95%

### Activity Data

<b>AIR QUALITY – The goal of Air Quality is to investigate complaints, monitor air quality and inspect regulated facilities in order to administer and enforce the City Air Pollution Control Code (Title 11, Chapter 1) to enhance air quality.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$583,569	\$629,232	\$639,835
FTE's	4.5	4.5	4.5
# of inspections conducted	24	24	24
# of complaints responded to	35	35	35
Cost per capita of air quality activity	\$4.16	\$4.46	\$4.50
% complaints closed within 30 days	81%	80%	80%

<b>WATER QUALITY – The goal of Water Quality is to conduct reviews and inspections of City site plans and ensure regulatory requirements are met for City permits in order to protect and manage the watershed.</b>			
Expenditures	\$323,909	\$349,255	\$355,132
FTE's	2.5	2.5	2.5
# of site plans reviewed	350	300	300
# of complaints resolved	NA	TBD	15
Cost per capita of water quality activity	\$2.31	\$2.48	\$2.50
% complaints closed within 30 days	100%	85%	100%

<b>NOISE QUALITY – The goal of Noise Quality is to investigate noise complaints in order to ensure compliance with the noise regulations to enforce the City Noise Control Code (Title 11, Chapter 5).</b>			
Expenditures	\$107,998	\$116,448	\$118,456
FTE's	1.0	1.0	1.0
# of complaints responded to	50	50	50
Cost per capita of noise quality activity	\$0.77	\$0.83	\$0.83
% of noise complaints resolved satisfactorily within 30 days	90%	90%	90%

# Transportation & Environmental Services

## Environmental Quality Program, continued

### Activity Data

CONTAMINATED LAND – The goal of Contaminated Land is to administer the contaminated land ordinance, manage City contaminated sites, and insure that the development of contaminated sites is done in a safe and responsible manner.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$91,950	\$99,145	\$100,693
FTE's	0.5	0.5	0.5
# of contaminated sites reviewed	NA	3	3
Cost per capita of contaminated land activity	\$0.66	\$0.70	\$0.71
% of site plans reviewed on schedule	NA	TBD	90%

# Transportation & Environmental Services

## Plan Review & Permitting Program

The goal of Plan Review and Permitting is to provide site plan, development site, inspection and other services to the citizens, contractors and developers in a timely manner to insure compliance with T&ES standards.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Recom. Base
% Total All Funds Budget	10.7%	9.5%	10.1%
Total Expenditures	\$3,314,841	\$3,574,221	\$3,945,889
Less Revenues	\$1,737,190	\$740,154	\$782,496
Net General Fund Expenditures	\$1,577,651	\$2,834,067	\$3,163,393
Program Outcomes			
% of plans reviewed on schedule	70%	95%	95%

### Activity Data

SITE PLAN REVIEW – The goal of Site Plan Review is to review private development plans for conformance with T&ES design requirements.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,328,288	\$1,432,224	\$1,561,235
FTE's	14.3	14.3	15.3
# of plan submittals reviewed	467	85	450
Cost per plan submittal reviewed	\$785	TBD	\$1,000
% of submittals reviewed by two-week deadline	NA	TBD	95%

DEVELOPMENT SITE INSPECTION – The goal of Development Site Inspection is to conduct inspections to insure construction of public infrastructure for conformance with T&ES requirements.			
Expenditures	\$1,506,432	\$1,624,307	\$1,651,295
FTE's	16.2	16.2	16.2
# of erosion and sediment control inspections conducted	765	TBD	TBD
Cost per site monitored	NA	TBD	TBD
% of erosion and sediment control inspections conducted on schedule	100%	TBD	100%

PERMITTING – The goal of Permitting is to issue permits for construction activities within the public right-of-way and review building permits for impact on the public right-of-way for conformance with T&ES requirements.			
Expenditures	\$362,645	\$391,021	\$604,464
FTE's	5.3	5.3	7.3
# of T&ES permits issued	3,960	4,000	TBD
# of Code Enforcement permits reviewed	2,745	TBD	TBD
Cost per T&ES permit issued	\$60.00	TBD	TBD
% of Code Enforcement permits reviewed within three days	NA	TBD	100%

# Transportation & Environmental Services

## Plan Review & Permitting Program, continued

### Activity Data

FLOOD PLAIN MANAGEMENT – The goal of Flood Plain Management is to comply with the National Flood Insurance program and maintain the City's participation in the community rating system in order to provide City property owners with access to discounted flood insurance.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$117,476	\$126,669	\$128,895
FTE's	1.5	1.5	1.5
# of acres of floodplain managed	1,466	1,356	TBD
Cost per acre of floodplain managed	\$16.00	TBD	TBD
\$ saved in flood insurance premiums	\$85,000	\$69,000	TBD

# Transportation & Environmental Services

## Capital Project Management Program

The goal of Capital Project Management is to provide design and construction management services for City infrastructure projects to safely meet the needs of the City while minimizing the impacts on the City.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	3.2%	2.8%	2.7%
Total Expenditures	\$976,561	\$1,052,975	\$1,071,126
Less Revenues	\$152,400	\$0	\$0
Net General Fund Expenditures	\$824,161	\$1,052,975	\$1,071,126
Program Outcomes			
% of projects constructed on time and within budget	NA	TBD	90%

### Activity Data

DESIGN MANAGEMENT – The goal of Design Management is to provide a design solution to an infrastructure problem to maintain the integrity of the City's public infrastructure.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$660,751	\$712,454	\$724,335
FTE's	4.7	4.7	4.7
# of design projects in process	NA	TBD	50
Average cost per design	NA	TBD	TBD
% of design task orders completed on time	NA	TBD	90%
% of design task orders completed within budget	NA	TBD	90%

CONSTRUCTION MANAGEMENT – The goal of Construction Management is to implement the design solutions for infrastructure problems to maintain the integrity of the City's public infrastructure.			
Expenditures	\$302,785	\$326,477	\$332,497
FTE's	3.1	3.1	3.1
# of construction projects managed	NA	TBD	TBD
\$ value of construction projects managed	NA	TBD	TBD
Construction management costs as a % of value of projects under construction	NA	TBD	15%
% of construction projects completed within budget	NA	TBD	100%

BRIDGE INSPECTION & MAINTENANCE – The goal of Bridge Inspection and Maintenance is to inspect and maintain bridges in order to ensure the safety of bridge infrastructure.			
Expenditures	\$13,025	\$14,044	\$14,294
FTE's	0.1	0.1	0.1
# of bridges inspected	12	15	15
Cost per bridge inspected	\$1,085	\$936	\$953
% of bridges in satisfactory condition	100%	100%	100%

# Transportation & Environmental Services

## Transportation Management Program

The goal of the Transportation Management Program is to provide the infrastructure needed on the City's roadways in order to assure an efficient flow of traffic for residents and travelers in Alexandria, in order to enhance vehicular and pedestrian safety and to reduce air pollution.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	15.5%	13.7%	14.1%
Total Expenditures	\$4,789,660	\$5,164,441	\$5,505,364
Less Revenues	\$19,013	\$0	\$264,482
Net General Fund Expenditures	\$4,770,647	\$5,164,441	\$5,240,882
<b>Program Outcomes</b>			
Citizen satisfaction with the ease of traveling through the City	NA	TBD	TBD

### Activity Data

<b>SIGNALS, SIGNS, &amp; MARKINGS – The goal of Signals, Signs and Markings is to promote efficient flow of traffic to ensure pedestrian and vehicular safety and guide motored and non-motored traveling public through the City safely.</b>	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$1,942,320	\$2,094,303	\$2,127,385
FTE's	16.6	16.6	16.6
# of signs fabricated	NA	TBD	TBD
# of signals maintained	NA	TBD	285
Cost per signal maintained	NA	TBD	1,400
% of signal outages responded to within one hour	NA	TBD	95%

<b>METERS – The goal of Metering is to provide parking management to assure that there is adequate turnover of parking spaces to give motorists the opportunity of finding a place to park.</b>			
Expenditures	\$534,645	\$576,480	\$585,994
FTE's	5.9	5.9	5.9
# of meters that are collected from and maintained	1,000	1,500	1,500
Cost per meter collected from and maintained	\$535	\$384	\$391
% of meters collected from on schedule	NA	TBD	95%

<b>PLAN REVIEW – The goal of Plan Review is to ensure quality development and redevelopment that is consistent with the City's strategic plan goal and that complies with federal, state, and local regulations for traffic management. This activity also includes transportation planning and parking planning.</b>			
Expenditures	\$157,109	\$169,403	\$436,883
FTE's	1.6	1.6	3.6
# of development submittals reviewed	NA	TBD	120
Cost per submittal reviewed	NA	TBD	\$1,600
% of site plan submittal reviews completed on schedule	NA	TBD	90%

# Transportation & Environmental Services

## Transportation Management Program, continued

### Activity Data

SPECIAL EVENTS – The goal of Special Events is to assure traffic flow during times that City streets will be more crowded than usual, which will support economic development in the community.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$73,366	\$79,106	\$80,344
FTE's	0.5	0.5	0.5
# of special events	NA	TBD	20
Cost per event	NA	TBD	TBD
% of temporary traffic flow structures removed within two hours of special event	97%	95%	95%

TRAFFIC CALMING – The goal of Traffic Calming is to promote vehicular and pedestrian safety by assuring that motorists will not use excessive speed in residential areas, in areas near schools, and in other "cut through" areas of traffic.			
Expenditures	\$313,738	\$338,287	\$344,089
FTE's	2.8	2.8	2.8
# of traffic calming projects coordinated	NA	TBD	6
\$ value of projects coordinated	NA	TBD	TBD
Average cost per traffic calming project managed & constructed	NA	TBD	TBD
Average speed reduction (in mph)	NA	5	5

STREET LIGHTING – The goal of Street Lighting is to pay for electricity and report outages to Dominion Virginia Power for repair.			
Expenditures	\$1,424,984	\$1,536,486	\$1,555,669
FTE's	0.0	0.0	0.0
# of street light outages reported to Dominion Virginia Power by the City	797	TBD	800
Utility cost per street light	NA	TBD	\$200
% of online complaints passed on to Virginia Dominion Power	NA	TBD	100%

IMPOUND LOT – The goal of Impounding is to provide secure storage of vehicles that have been impounded from City streets or due to traffic violations, and either restoring possession of these vehicles to their owners or disposing of the vehicles in an efficient manner.			
Expenditures	\$343,498	\$370,376	\$375,000
FTE's	3.0	3.0	3.0
# of vehicles processed	2,600	TBD	2,500
Cost per car impounded	NA	TBD	\$150
% of vehicles that are sold at auction	NA	TBD	TBD

# Transportation & Environmental Services

## Alternative Transportation Planning & Support Program

The goal of Alternative Transportation Planning and Support is to develop and administer plans and programs that encourage residents and employers to use alternative transportation in order to minimize the use of motorized vehicles in the City, thereby reducing traffic congestion and improving air quality.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% Total All Funds Budget	4.3%	3.8%	3.7%
Total Expenditures	\$1,332,812	\$1,437,102	\$1,458,822
Less Revenues	\$547,506	\$463,300	\$313,300
Net General Fund Expenditures	\$785,306	\$973,802	\$1,145,522
Program Outcomes			
% of citizens who use alternative transportation modes as indicated through a bi-annual survey	42%	TBD	45%

### Activity Data

REGIONAL TRANSPORTATION PLANNING – The goal of Regional Transportation Planning is to benefit taxpayers of the City by taking advantage of available public and private sector funding for transportation initiatives and to assure that the City's tax dollars are spent on projects that provide benefit to residents.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$250,141	\$269,714	\$274,046
FTE's	1.6	1.6	1.6
# of grants secured by Transit Services	7	6	6
\$ of grant revenues secured by Transit Services	\$3,520,000	\$4,000,000	\$4,200,000
% of Transit Services expenditures funded by grants	45%	35%	45%

ALTERNATIVE TRANSPORTATION PROMOTION & PLAN REVIEW – The goal of Alternative Transportation Promotion and Plan Review is to administer City employee, City resident, and private employer incentive programs and ensure that all major development projects include Transportation Management Plans (TMP) for alternative transportation in order to decrease congestion and improve air quality.			
Expenditures	\$822,133	\$886,463	\$899,028
FTE's	4.9	4.9	4.9
# of City employees receiving transit benefit	210	210	215
Cost per transit benefit provided	\$54.21	\$56.00	\$80.00
% of City workforce that participates in transit benefit program	4.0%	4.0%	4.2%

# Transportation & Environmental Services

## Alternative Transportation Planning & Support Program, continued

### Activity Data

PARATRANSIT SERVICES ADMINISTRATION – The goal of Paratransit Services Administration is to provide Paratransit service for people from Alexandria with disabilities who are traveling to locations in the DOT service area in order to provide them with necessary travel options and to comply with the rules of the Americans with Disabilities Act.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Expenditures	\$81,954	\$88,367	\$89,920
FTE's	1.1	1.1	1.1
# of trips	58,396	59,300	59,800
Average cost per trip	\$23.76	\$24.00	\$25.00
Complaints received as a percentage of total trips	16%	20%	15%
BICYCLE & PEDESTRIAN COORDINATION – The goal of Bicycle and Pedestrian Coordination is to encourage the use of non-motorized transportation modes through new development and improvement of existing facilities for bicycles and pedestrians, which will decrease congestion and improve air quality.			
Expenditures	\$178,584	\$192,558	\$195,828
FTE's	1.3	1.3	1.3
# of pedestrian and bicycle projects coordinated	NA	100	100
Cost per linear foot added to the bikeway network	NA	TBD	\$1.37
% of streets that have appropriate bicycle facilities	NA	95%	95%

# Transportation & Environmental Services

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2009 Proposed
<b>Street Lighting</b>	<i>1. Monroe Avenue Bridge Lighting</i>	<b>\$13,100</b>
<p>Increased electrical costs associated with the installation of decorative light fixtures on the new Monroe Avenue bridge, including 26 twin acorns @ \$32 per month, 19 single acorns @ \$20 per month, and 11 cobra heads @ \$12 per month at a cost increase of \$11,799; plus increased wattage from 150 watts to 250 watts in 31 cobra heads in Arlandria at a cost of \$1,300.</p>		
<b>Leaf Collection</b>	<i>2. Leaf Mulch Tub Grinder Rent Increase</i>	<b>\$16,600</b>
<p>Increase from \$28,400 to \$45,000 the budget for contracting with Arlington County to grind City-collected leaves into mulch. Actual expenditures in recent years were \$40,960 in FY 2007 and \$37,138 in FY 2006 and are expected to increase in FY 2009.</p>		
<b>Commercial Refuse</b>	<i>3. Lorton Landfill Dumping Fees</i>	<b>\$24,500</b>
<p>Increase in the City's cost of disposing debris at the Lorton Landfill resulting from a 25% tip fee increase, from \$240 per truck to \$300 per truck.</p>		
<b>Residential Recycling</b>	<i>4. Recycling Contract CPI-U Adjustment</i>	<b>\$17,839</b>
<p>Increase of 3% in the City's contract for residential curbside recycling collection.</p>		
<b>Street Maintenance</b>	<i>5. Asphalt Price Increase</i>	<b>\$122,000</b>
<p>Increase of 3% in the City's cost for purchasing asphalt and liquid asphalt according to the Commonwealth of Virginia price index.</p>		

# Transportation & Environmental Services

## Summary of Budget Changes, continued

Supplemental Adjustments to the Budget			
Activity	Supplemental Request	FY 2009	Proposed
<b>Transportation Plan Review</b>	<i>1. Parking Planner</i>	<b>NVTA \$116,852</b>	<b>(+1.0 FTE)</b>
		<b>General Fund \$0</b>	
<p>One parking planner position is funded from the City's local share of NVTA regional transportation funding to address parking needs and concerns by setting and maintaining City Code parking standards, reviewing and planning the on-street parking inventory, expanding off-street and on-street parking, working with businesses and other groups, addressing overcrowded parking, planning motorcoach parking, providing marketing and outreach, and developing a parking master plan.</p>			
<b>Site Plan Review</b>	<i>2. Civil Engineer IV</i>	<b>\$147,629</b>	<b>(+1.0 FTE)</b>
<p>One Engineer IV is added to review developer submitted projects and support community planning efforts to address existing infrastructure, evaluate proposed infrastructure and make recommendations regarding engineering, transportation, and environmental impacts. The addition of this position will allow existing staff to focus more on designing and managing City CIP projects.</p>			
<b>Plan Review &amp; Permitting</b>	<i>3. Permit Center Positions</i>	<b>\$206,477</b>	<b>(+2.0 FTE)</b>
<p>Two positions (one Civil Engineer I and one Administrative Assistant) are added to support the new multi-departmental permit center proposed by the Code Enforcement bureau for improved development review and permitting customer service. These two positions would carry out the T&amp;ES portion of development review responsibilities at the permit center, and would be financed with increased building permit fees.</p>			
<b>Transportation Plan Review</b>	<i>4. Transportation Planner</i>	<b>NVTA \$147,629</b>	<b>(+1.0 FTE)</b>
		<b>General Fund \$0</b>	
<p>One Engineer IV is funded from the City's local share of NVTA regional transportation funding to provide transportation support and guidance for community planning efforts by assisting in City-wide transportation planning efforts by evaluating the potential impacts of plans for new development or redevelopment on existing transportation infrastructure and services and identifying improvement needs and strategies to mitigate those impacts.</p>			

# Transportation & Environmental Services

## Summary of Budget Changes, continued

Fee Increases		
Activity	Fee Adjustment	FY 2009 Proposed
<p><b>Impound Lot</b></p> <p>The City's current charges for impounded vehicles are \$75 for towing, \$30 per day storage fee, and a \$60 service charge. The proposed budget includes fees increases to \$100 per tow and a \$70 service charge. The daily storage fee of \$30 per day is unchanged.</p>	<p><i>1. Towing &amp; Storage Fees</i></p>	<p><b>\$82,500</b></p>
<p><b>Noise Quality</b></p> <p>Noise variance permits are required for construction outside of normally permitted hours. The City currently reviews and issues noise variance permits at no cost to the applicant. The proposed budget includes a \$50 fee for noise variance permits.</p>	<p><i>2. Noise Permit Fees</i></p>	<p><b>\$11,000</b></p>
<p><b>Parking Meters</b></p> <p>The City's current parking meter rates are \$0.75 per hour in Old Town east of Washington Street, \$0.50 per hour west of Washington Street, and \$1.00 per hour for meters to be installed in Eisenhower East at the end of FY 2008. The proposed budget includes a new rate of \$1.00 for all meters Citywide. The new rate is consistent with the \$1.00 per hour short term parking rates in Arlington County, the District of Columbia, and the approved rate for the Carlyle area of Alexandria.</p>	<p><i>3. Parking Meter Rates</i></p>	<p><b>\$678,981</b></p>
<p><b>Plan Review &amp; Permitting</b></p> <p>A variety of permits are required for private work to be done within public City rights-of-way. Examples include excavation, dumpsters, cranes, sidewalk closings, street closings, storage pods, trailers, fences, and scaffolding. The proposed budget includes increased rates from \$10 to \$25 for all permits except sidewalk closings, street closings, and special event permits, which increase from \$10 to \$30; and excavation permits, which increase from \$50 to \$75.</p>	<p><i>4. T&amp;ES Permit Fees</i></p>	<p><b>\$50,000</b></p>
<p><b>Residential Refuse Collection</b></p> <p>The City currently offers year-round collection of white goods (washers, dryers, refrigerators, etc.) at no charge to residents. The proposed budget includes a flat fee of \$20 for each pick up is added. However, the City would continue to conduct the annual spring clean-up at no charge. Arlington County charges \$20 for the first item and \$10 for each additional item. Prince George's County charges \$18 annually as part of the county's residential refuse fee.</p>	<p><i>5. White Goods Pick-up</i></p>	<p><b>\$42,960</b></p>
<p><b>Commercial/Multi-family Refuse</b></p> <p>The City currently charges private solid waste and recycling haulers permit fees of \$18 for pick-up trucks, \$30 for non-mechanized vehicles, and \$60 for mechanized vehicles. The proposed budget includes an increase to \$150 for pick-up trucks and \$200 for all other vehicles. Fairfax County charges \$80 for all vehicles. Prince George's County charges \$50 plus \$50-\$250 depending on vehicle size. Arlington County charges \$60 per vehicle.</p>	<p><i>6. Solid Waste Hauler Fees</i></p>	<p><b>\$90,000</b></p>
<p><b>Residential Refuse Collection</b></p> <p>The residential refuse collection fee is charged to households receiving residential refuse and recycling collection services and is adjusted annually to fully recover costs. The proposed budget includes an increase from \$264 to \$281 due to increases in health insurance, retirement costs, and step increases for City employees in refuse collection and residential recycling contract cost increases. A table comparing FY 2008 approved and FY 2009 proposed costs is presented on the following page.</p>	<p><i>7. Residential Refuse Collection Fee</i></p>	<p><b>\$298,267</b></p>

# Transportation & Environmental Services

## Refuse Collection and Sanitary Sewer Cost Recovery Tables

Residential Refuse Collection Fee	FY 2008 Approved	FY 2009 Proposed
Personnel Costs	\$1,410,978	\$1,654,283
Disposal Costs at the WTE Plant	\$2,161,230	\$2,102,194
Vehicles, Supplies & Materials	\$618,376	\$527,479
Residential Recycling Contract	\$367,054	\$571,949
<b>Total Expenditures</b>	<b>\$4,557,638</b>	<b>\$4,855,905</b>
Residences Served	17,273	17,273
Residential Refuse Fee	\$264	\$281

Sanitary Sewer Fund Sources & Uses	FY 2008 Approved	FY 2009 Proposed
Operating Costs - Inspections, Cleaning & Maintenance	\$1,517,000	\$1,677,665
Cash Capital - Funding for CIP Repair and Expansion Projects	\$4,531,440	\$4,631,000
Debt Service - Bond Financing Costs for CIP Projects	\$1,301,560	\$1,323,910
<b>Total Expenditures</b>	<b>\$7,350,000</b>	<b>\$7,632,575</b>
Sewer Usage Fee	\$5,850,000	\$5,943,353
Sewer Connection Fee	\$1,500,000	\$1,545,000
Use of Sewer Fund Balance	\$0	\$144,222
<b>Total Revenues</b>	<b>\$7,350,000</b>	<b>\$7,632,575</b>

# Transit Subsidies

**Mission Statement:** The mission of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors by subsidizing the operation of the DASH, DOT paratransit, King Street Trolley, Virginia Railway Express (VRE) and Washington Metropolitan Area Transit Authority (WMATA) transit systems.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$16,619,537	\$18,629,930	\$20,033,745
Less Revenues	\$2,527,224	\$3,260,000	\$4,827,565
Net Gen. Fund Expenditures	\$14,092,313	\$15,369,930	\$15,206,180
Authorized Positions (FTE's)	0.0	0.0	0.0

### Highlights

- In FY 2009, the proposed General Fund budget is decreasing by \$163,750 (1.1%).
- Total Expenditures increased by \$1,242,815 (8.1%). Most of the increase is attributable to the addition of the King Street Trolley service in March of FY 2008. This adds \$1,000,000 annually in operating costs to be entirely funded with NVTA revenues

- The City subsidy to DASH is increasing by \$406,565 or 5.4% in FY 2009. This change is primarily due to employee step increases (\$221,000), increased benefit costs (\$107,000), increased costs of operating supplies (\$117,000), and \$130,000 for service expansion. The increase is partially offset by the elimination of the Dash About weekend shuttle service, which will be replaced by the King Street Trolley, and by a fare increase from \$1 to \$1.25 during weekday peak hours (\$195,000). The City General Fund contribution to DASH will not change from FY 2008, with the remaining DASH budget increase (\$406,565) being funded from a portion of the City's share of NVTA revenues.

- The WMATA City General Fund subsidy is decreasing by \$134,407 or 2.1% due to proposed Metrobus route efficiencies.

### Transit Subsidies Agencies

#### Transit Subsidies

DASH  
DOT Paratransit  
King Street Trolley  
Virginia Railway Express (VRE)  
WMATA

### Department Information

#### Department Contact Info

703.838.4966  
[www.alexandriava.gov/transit](http://www.alexandriava.gov/transit)

#### Department Head

Rich Baier, Director of T&ES  
703.838.4966  
[rich.baier@alexandriava.gov](mailto:rich.baier@alexandriava.gov)

#### Department Staff

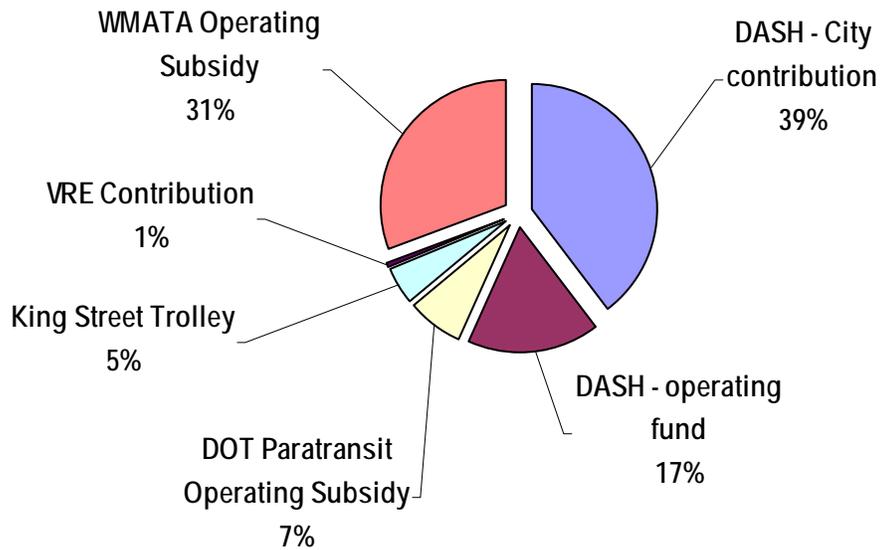
Tom Culpepper, Deputy Director  
Jim Maslanka, Division Chief

# Transit Subsidies

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
DASH trips	3,743,499	3,800,000	3,884,000
Metrobus trips	TBD	TBD	TBD
Metrorail trips	18,090	TBD	TBD

## FY 2009 Proposed Expenditures by Activity



# Transit Subsidies

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Non-Personnel	\$14,092,313	\$15,369,930	\$16,612,745	8.1%
DASH operations (non-City funded)	\$2,527,224	\$3,260,000	\$3,421,000	4.9%
<b>Total Expenditures</b>	<b>\$16,619,537</b>	<b>\$18,629,930</b>	<b>\$20,033,745</b>	<b>7.5%</b>
<b>Less Revenues</b>				
Special Revenue Fund/NVTA 40%	\$0	\$0	\$1,406,565	0.0%
DASH operating revenues	\$2,527,224	\$3,260,000	\$3,421,000	0.0%
<b>Total Designated Funding Sources</b>	<b>\$2,527,224</b>	<b>\$3,260,000</b>	<b>\$4,827,565</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$14,092,313</b>	<b>\$15,369,930</b>	<b>\$15,206,180</b>	<b>-1.1%</b>
<b>Total Department FTE's</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Activity	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
DASH - City contribution	\$7,337,024	\$7,525,435	\$7,932,000	5.4%
DASH - operating fund (non-City funded)	\$2,527,224	\$3,260,000	\$3,421,000	4.9%
DOT Paratransit	\$1,398,075	\$1,467,828	\$1,432,828	-2.4%
King Street Trolley	\$0	\$0	\$1,000,000	N/A
Virginia Railway Express (VRE)	\$107,752	\$113,140	\$118,797	5.0%
WMATA	\$5,249,462	\$6,263,527	\$6,129,120	-2.1%
<b>Total Expenditures</b>	<b>\$16,619,537</b>	<b>\$18,629,930</b>	<b>\$20,033,745</b>	<b>7.5%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 FTE	FY 2008 FTE	FY 2009 FTE	% Change 2008-2009
Transit Subsidies*	0.0	0.0	0.0	0.0%
<b>Total FTE's</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

\* Transit Subsidies consists of contributions to transit agencies outside the City government. There are no City employees included in this budget. FTEs for managing the City's transit subsidies are located in Transportation & Environmental Services.

# Transit Subsidies

## Transit Subsidies Program

The goal of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
% of Total All Funds Budget	100%	100%	100%
Total Expenditures	\$14,092,313	\$15,369,930	\$16,612,745
Less Revenues	\$0	\$0	\$1,406,565
Net General Fund Expenditures	\$14,092,313	\$15,369,930	\$15,206,180
<b>Program Outcomes</b>			
DASH trips	3,743,499	3,800,000	3,884,000
Metrobus trips	TBD	TBD	TBD
Metrorail trips	18,090	TBD	TBD

### Activity Data

DASH - The goal of DASH is to supplement the regional rail and bus service provided by WMATA and provide local bus service that is designed to support specific community objectives; safe, reliable, convenient, comfortable, and courteous; efficient in the use of resources, whatever their source.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
City Contribution Expenditures (Total prior to netting out fare, NVTA, and other revenues)	\$7,337,024	\$7,525,435	\$7,932,000
Operating Revenues (Gross DASH Budget Less City Contribution)	\$2,527,224	\$3,260,000	\$3,421,000
FTE's	0.0	0.0	0.0
Miles of service	1,462,464	1,505,000	1,505,000
DASH trips	3,743,499	3,800,000	3,884,000
Operating ratio (% of costs recovered through fares and other revenue)	29.0%	29.0%	29.3%

DOT Paratransit - The goal of DOT is to provide specialized transportation service for residents of Alexandria and visitors who cannot use regular transit buses or rail due to their disability.			
Expenditures	\$1,398,075	\$1,467,828	\$1,432,828
FTE's	0.0	0.0	0.0
Total trips	58,396	59,300	59,800
Average cost per trip	\$24	\$25	\$24

King Street Trolley - The goal of the King Street Trolley is to offer free expanded land shuttle service on King Street in Old Town to serve tourists, businesses, day time workers, and residents in order to promote economic development and enhance the character of Alexandria.			
Expenditures*	\$0	\$0	\$1,000,000
FTE's	0.0	0.0	0.0
# of riders	N/A	TBD	TBD
Cost per rider	N/A	TBD	TBD

\* \$200,000 in NVTA revenues were allocated in FY 2008 to fund operation of the new trolley service for three months of the fiscal year.

VRE - The goal of VRE is to provide safe, cost-effective, accessible, customer-responsive, reliable, rail passenger service as an integral part of a balanced, intermodal regional transportation system.			
Expenditures	\$107,752	\$113,140	\$118,797
FTE's	0.0	0.0	0.0

# Transit Subsidies

## Transit Subsidies Program, Cont'd

### Activity Data

WMATA - The goal of WMATA is to be an integral part of the Washington metropolitan area by ensuring the best in safe, reliable, cost-effective and responsive transit services, by promoting regional mobility and by contributing toward the social, economic and environmental well-being of the community.	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
General Fund Subsidy (after netting out fares, State aid, gasoline taxes, and other revenue)	\$5,249,462	\$6,263,527	\$6,129,120
FTE's	0.0	0.0	0.0
Metrobus trips	TBD	TBD	TBD
Metrobus operating ratio	33%	TBD	TBD
Metrorail trips	18,090	TBD	TBD
Metrorail operating ratio	77%	TBD	TBD

### Summary of Budget Changes

#### Adjustments to Transit Subsidies

Activity	Adjustment	FY 2009 Proposed
<b>DASH</b>	<i>Operating Subsidy</i>	<b>\$0</b>
<p>The City General Fund contribution for DASH is remaining flat in FY 2009. Total operating expenses for DASH in FY 2009 are increasing by \$406,565 or 5.4%. This increase is being funded by a portion of the City's share of NVTA revenues. The increase reflects the higher costs of wages (\$221K), benefits (\$107K), professional services (\$11K), diesel fuel and lubricants (\$28K), repair parts (\$30K), tires (\$6K), insurance (\$20K), and expanded service (\$130K). The FY 2009 DASH budget does not include any funding for a market rate adjustment. Also, \$185,000 in operating capital outlay will be funded in FY 2009 by retained earnings balances.</p> <p>FY 2009 DASH cost increases are partially offset by the elimination of the Dash About shuttle service (replaced by King Street Trolley) and a fare increase. The Dash About elimination reduces DASH costs by about \$135,000 annually. The fare increase will raise the per ride cost from \$1.00 to \$1.25 during peak weekday morning and evening hours. Total additional revenues associated with this fare increase are estimated at \$195,000 annually.</p>		
<b>DOT Paratransit</b>	<i>Operating Subsidy</i>	<b>(\$35,000)</b>
<p>The City's FY 2009 operating costs for DOT Paratransit are projected to decrease by \$35,000. This net decrease reflects an increase of \$35,000 for a \$1.00 per trip fuel surcharge that taxicabs are eligible to assess and a decrease of \$70,000 for an eliminated administrative service charge. The fuel surcharge was authorized on November 16, 2007 per the City Code and will continue until area fuel prices no longer warrant it. The \$70,000 administrative service charge has previously been paid by the City to local taxicab companies for manual data entry work necessary to provide the DOT program. The City now provides taxicab companies with machine-readable Excel files that should eliminate the additional data entry costs.</p>		
<b>King Street Trolley</b>	<i>Operating Subsidy</i>	<b>\$1,000,000</b>
<p>Beginning in April 2008, the City will offer free expanded land shuttle service on King Street in Old Town seven days per week, twelve months of the year to serve National Harbor visitors, tourists, businesses, and residents. The shuttle service will utilize rubber-tired trolleys to be purchased and operated by a private provider. In FY 2008, this service is estimated to have a net cost of \$200,000, which is to be funded by a portion of the FY 2008 City share of NVTA revenues. FY 2009 costs will be about \$1,000,000. It is possible that some private sector funding may become available, which would help offset some of these costs. The City plans to fund the \$1,000,000 out of the City's share of NVTA revenues.</p>		

# Transit Subsidies

## Summary of Budget Changes, continued

Activity	Adjustment	FY 2009 Proposed
<b>VRE</b>	<i>Operating Subsidy</i>	<b>\$5,657</b>
<p>The City's annual contribution to VRE increases by 5.0% to \$118,797 per the VRE Master Agreement with member jurisdictions.</p>		
<b>WMATA</b>	<i>Operating Subsidy</i>	<b>(\$134,407)</b>
<p>The WMATA Proposed operating subsidy for the City of Alexandria is increasing by \$723,793 or 3.7% in FY 2009. The increase represents no additional service for Alexandria on both the Metrobus and Metrorail sides. The City is proposing to fund \$700,000 of this subsidy increase through increased State transit aid and fuel tax revenues.</p> <p>As a service efficiency, a slight service reduction to Metrobus service is proposed. By increasing headways by a few minutes on the City's lowest performing Metrobus routes (7W and 8W,X,Z) during certain periods of the day, the City could reduce the Metrobus operating subsidy by \$158,200 annually. This service reduction was discussed by City and WMATA staff and agreed to be the optimal plan for finding savings within the WMATA subsidy. Through implementing this service reduction, the City's General Fund contribution to WMATA would decrease from the FY 2008 amount by \$134,407.</p>		

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
DASH Operating Budget			
Operating Revenues	\$2,858,431	\$3,075,000	\$3,236,000
Operating Expenses	\$9,864,248	\$10,600,435	\$11,168,000
Net Operating Cost	\$7,005,817	\$7,525,435	\$7,932,000
Capital Outlays*	\$157,454	\$0	\$0
<b>Total City Subsidy</b>	<b>\$7,163,271</b>	<b>\$7,525,435</b>	<b>\$7,932,000</b>
* The FY 2008 and FY 2009 DASH requests of \$185,000 for operating capital outlay are proposed to be funded from prior year savings (i.e. retained earnings).			

	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
WMATA Subsidy Funding			
Proposed City Share of WMATA Subsidy	\$18,635,400	\$19,663,527	\$20,229,120
<u>Revenues to Offset City Expenditures</u>			
NVTC State Aid	\$10,996,883	\$10,985,859	\$11,750,000
Motor Vehicle Fuel Sales Tax	\$2,280,931	\$2,414,141	\$2,350,000
WMATA Audit Adjustment	\$108,124	\$0	\$0
Revenue Subtotal	\$13,385,938	\$13,400,000	\$14,100,000
<b>General Fund Budget</b>	<b>\$5,249,462</b>	<b>\$6,263,527</b>	<b>\$6,129,120</b>

# Education

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# Alexandria City Public Schools

**Mission Statement:** The mission of the ACPS School Board is "in partnership with our families and community, to effectively educate all learners to succeed in a changing world."

## FY 2009 Budget Summary Table and Highlights

<b>Operating Fund - Summary Table</b>			
	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Total Expenditures	\$181,015,081	\$189,252,044	\$197,832,009
Less Revenues	\$36,063,516	\$29,012,347	\$31,002,725
Net Gen. Fund Transfer	\$149,873,621	\$160,239,697	\$166,829,284
Authorized Positions (FTE's)	1,959.7	1,897.7	TBD

### Highlights

- Based on City Council set guidelines, the proposed General Fund transfer to the Schools is proposed at \$166,829,284, an increase of \$6,589,587, or 4.1%. This does not include any funding for a market rate adjustment to salaries. A 1.0% MRA for School employees would cost about \$1.42 million. This compares with a request from the School Board for \$169,763,165, or a 5.9% increase.
- Enrollment is projected to decline slightly in FY 2009, from 10,557 down to 10,459, a decrease of 98 students.

- In June 2007, 580 students graduated from ACPS, and 92% of graduates went on to post-secondary education.
- ACPS serves a diverse and challenging population: 50% of students are eligible for free or reduced price lunch; 18.8% are enrolled in English as a Second Language (ESL); and 17% of students receive special education services.
- The Schools' budget format has been changed to provide more clarity and transparency and includes the first phase of performance benchmark reporting.
- Thirteen out of sixteen schools are fully accredited.
- The new T.C. Williams High School opened in September 2007.
- Details of the ACPS budget are available on the ACPS website at <http://www.acps.k12.va.us/>.

## ACPS Program Areas

### Instruction & Instructional Support

Classroom Teachers  
 Special Education Teachers  
 ESL Teachers  
 Guidance Counselors  
 Social Workers  
 Staff & Curriculum Development  
 Library & Media Services  
 Instructional Technology Services  
 Differentiated Resources

### Administration, Health & Attendance

Central Business Services  
 Information Technology Services  
 Nurses & Psychologists  
 School & Division Administrators  
 Public Information  
 Evaluation & Planning

### Operations & Maintenance

Utilities & Leases  
 Custodians/Maintenance  
 Building Engineers

### Transportation

Regular Day Transportation  
 Special Educ. Transportation  
 Activity Buses/Field Trips  
 Summer School  
 Athletic Events

### School Food Service & Other

Cafeteria Hostesses  
 Community Services

### Division-wide

Division-wide responsibilities

## Dept Info

### ACPS Contact Information

703.824.6600  
<http://www.acps.k12.va.us/>

### Superintendent

Dr. William C. Symons, Jr.,  
 Interim Superintendent  
 703.824.6610  
[superintendent@acps.k12.va.us](mailto:superintendent@acps.k12.va.us)

### Staff

Cathy David, Deputy Superintendent  
 John Grymes, Asst. Superintendent  
 John Porter, Asst. Superintendent  
 Cheryl Ross-Audley, Asst. Supt.  
 Margaret Byess, Acting Exec. Director,  
 Financial Services

# Alexandria City Public Schools

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Expenditures - Operating Budget only *				
Total	\$181,015,081	\$189,252,044	\$197,832,009	4.5%
<b>Less Revenues</b>				
State Aid **	\$26,950,437	\$26,508,553	\$29,236,238	10.3%
Fund Balance	8,342,175	1,781,367	1,009,222	-43.3%
Other	770,904	722,427	757,265	4.8%
Total Designated Funding Sources	<u>\$36,063,516</u>	<u>\$29,012,347</u>	<u>\$31,002,725</u>	6.9%
<b>Net General Fund Transfer</b>	<u><b>\$149,873,621</b></u>	<u><b>\$160,239,697</b></u>	<u><b>\$166,829,284</b></u>	4.1%

\* The Schools Operating Budget excludes expenditures associated with the FY 2009 School Lunch Fund (\$5.2 million) and the Grants and Special Projects Fund (\$11.5 million).  
 \*\* Assumes State aid as proposed in the Governor's biennial budget.

## Expenditure Summary

### ACPS Operating Budget by Major Category

Expenditure by Major Category	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Instruction and Instructional Support	\$140,081,777	\$146,132,845	TBD	
Administration, Health, and Attendance	\$18,330,276	\$19,301,080	TBD	
Operations and Maintenance	\$15,556,141	\$16,064,215	TBD	
Transportation	\$6,691,253	\$6,704,457	TBD	
School Food Services & Other Non-Instructional	\$355,634	\$783,736	TBD	
Division-wide	\$0	\$265,711	TBD	
<b>Total Operating Expenditures</b>	<b>\$181,015,081</b>	<b>\$189,252,044</b>	<b>\$197,832,009</b>	4.5%

## Staffing Summary by Major Category

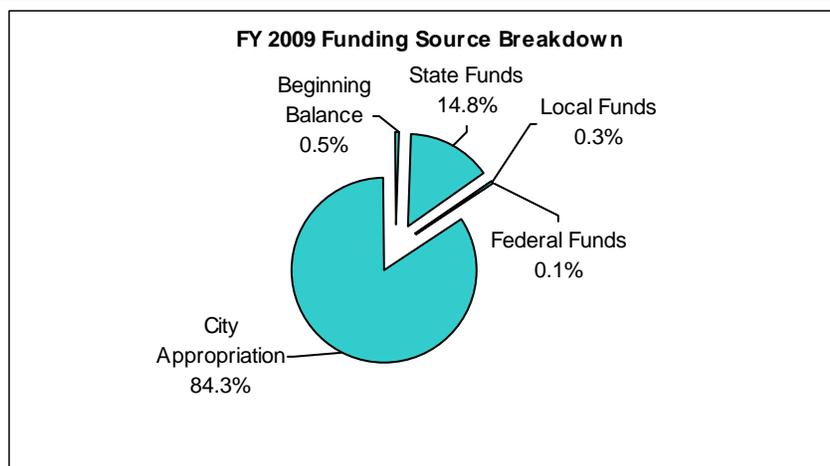
Authorized Positions (FTE's) by Major Classification*	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed	% Change 2008-2009
Instruction & Instructional Support (including Reserves)	1,532.6	1,498.2	TBD	
Administration, Health, & Attendance	129.6	124.6	TBD	
Operations & Maintenance	154.5	134.4	TBD	
Transportation	131.0	129.0	TBD	
School Food Services & Other Non-Instructional	12.0	11.5	TBD	
<b>Total FTE's</b>	<b>1,959.7</b>	<b>1,897.7</b>	<b>TBD</b>	

\* Positions are for the Operating Fund and do not include positions supported by the School Lunch Fund (64.0) or the Grants and Special Projects Fund (96.7).

# Alexandria City Public Schools

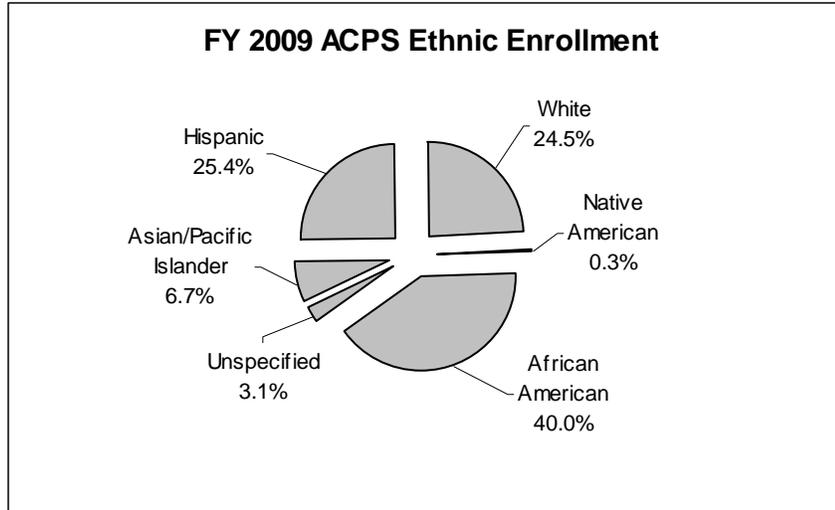
## ACPS Budget Overview

- The proposed City General Fund transfer to the Schools for operating expenditures for FY 2009 is proposed at \$166,829,284. This is an increase of \$6,589,587, or 4.1% over FY 2008. It does not include any market rate adjustment (MRA) for School employees, as the proposed City budget does not include an MRA for City employees.
- In November 2007, City Council adopted resolutions to establish the annual budget process and to set specific guidance for the FY 2009 budget. Based on projected low tax revenue growth, the resolutions directed the City Manager not to exceed a 5.0% rate of growth in City expenditures (\$377.2 million) and to hold the operating budget transfer to the Schools to a maximum 5% growth (\$168.3 million), including a 1% MRA. In addition, Council requested that the School Board clearly describe and prioritize any items/activities that are requested above the guidance level.
- The former School Superintendent presented her Proposed FY 2009 Operating Budget to the School Board on December 20, 2007. The Superintendent's original proposed budget totaled \$202.0 million (a 6.7% increase) and requested a transfer from the City of \$173.2 million (an 8.1% increase). The Superintendent's proposed budget included a 1.0% market rate adjustment (MRA) for School employees at a cost of \$1.4 million.
- The Superintendent's budget included a very small increase in State aid of about \$0.5 million. Subsequently, the Governor's biennial budget was released and included increases in State aid to ACPS. After analysis of the Governor's budget, the Superintendent recommended to the School Board that State aid be increased by \$2.2 million, which would reduce the transfer requested from the City by \$2.2 million, resulting in an adjusted General Fund transfer request of \$171.0 million.
- On February 7, 2008, the School Board approved a FY 2009 Operating Budget of \$200,785,890. The School Board's Approved Operating Budget includes a requested transfer from the City of \$169,763,165. The School Board's request is \$1.51 million above the guidance established by City Council, but is \$1.24 million below the former Superintendent's revised proposed transfer request. To date, the School Board has not prioritized their request for resources above the Council's guidance.
- The budget is based on an enrollment decline of 98 students, from 10,557 in actual enrollment on September 30, 2007, down to 10,459 in FY 2009 projected enrollment. It should be noted that the Schools have modified the way they report enrollment. Enrollment data now includes all students enrolled in ACPS. Previously reported average daily membership (ADM) did not include students under age 5 or over 20, or in special placements. Enrollment detail is provided in the statistical section below.
- The Schools budget reflects a new format that resulted from prior discussions with the School Board, City Council, and City staff. The new format is intended to make the budget more user-friendly and to meet the budget presentation requirements of the Association of School Business Officers. It also includes the first phase of performance benchmark reporting for individual schools and School departments.
- In addition to the operating budget, the School Board approved a FY 2009-FY 2014 Capital Improvement Program totaling \$91.8 million, which includes a \$21.8 million request for FY 2009. As requested by the City, the Schools prioritized projects for FY 2009 and FY 2010 into Tier I, Tier II and Tier III. The City Manager's FY 2009-2014 Proposed CIP includes \$19.9 million in funding for the Schools in FY 2009. Some projects have not been able to be funded due to fiscal constraints. CIP requests are discussed separately in the Proposed FY 2009-FY 2014 Capital Improvement Program document.



# Alexandria City Public Schools

## ACPS Statistics



Enrollment of ESL Students WABE Guide Data School Year 2007-2008	
Division	Percent of Total
Alexandria City	18.8%
Arlington County	18.4%
Fairfax County	13.2%
Loudoun County	8.2%
Prince William	13.8%

Enrollment of Students with Disabilities School Year 2006-2007	
Division	Percent of Total
Alexandria City	17%
Arlington County	15%
Fairfax County	15%
Loudoun County	11%
Prince William	11%

Source: Virginia Department of Education and Washington Area Boards of Education (WABE)

Free/Reduced Price Lunch FY 2008 WABE Guide Data		
Division	Free & Reduced Price Meal Eligible	City/County Income Below Poverty Level
Alexandria City	50.0%	4.3%
Arlington County	33.8%	7.0%
Fairfax County	20.0%	5.3%
Loudoun County	12.1%	2.9%
Prince William County	25.9%	5.0%

Cost per Pupil WABE Guide Data	
Division	FY 2008
Alexandria City	\$ 19,341
Arlington County	\$ 18,563
Fairfax County	\$ 13,407
Loudoun County	\$ 12,751
Prince William County	\$ 10,429

# Alexandria City Public Schools

## ACPS Statistics

Students per Teacher Scale Position WABE Guide Data FY 2008 Approved Budget			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	8.9	16.1	13.5
Arlington County	10.3	15.3	15.2
Fairfax County	12.8	17.2	18.4
Loudoun County	13.5	15.0	17.3
Prince William County	17.2	16.5	17.7

Students per Classroom Teacher WABE Guide Data FY 2008 Approved Budget			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	16.8	22.2	19.4
Arlington County	19.2	19.4	18.8
Fairfax County	20.7	23.0	24.1
Loudoun County	21.2	19.9	23.6
Prince William County	21.9	19.8	24.1

### HISTORICAL AND PROJECTED ENROLLMENT BY GRADE

Fiscal Year	Year - Fall	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Special Place- ments	Deten- tion Center	Total
FY 2001	2000	92	1155	1080	1069	956	956	865	800	758	702	699	911	666	568	68		11,345
FY 2002	2001	76	1056	1107	985	1006	923	914	803	776	707	720	903	655	562	81		11,274
FY 2003	2002	92	1035	1017	1008	915	936	870	847	750	730	756	817	736	585	105	40	11,239
FY 2004	2003	90	1057	973	945	915	855	894	804	805	721	724	838	674	587	113		10,995
FY 2005	2004	110	1025	1014	933	925	850	809	832	760	740	754	763	708	590	108		10,921
FY 2006	2005	152	1018	929	927	829	827	770	748	760	699	763	730	697	600	72		10,521
FY 2007	2006	188	1038	945	861	873	776	730	705	709	719	698	720	691	588	91		10,332
FY 2008	2007	155	1057	1036	886	826	836	780	706	686	683	731	720	742	601	112		10,557
FY 2009	2008	172	1040	948	967	852	772	775	735	672	650	713	759	673	633	98		10,459
FY 2010	2009	190	1059	997	883	920	810	731	727	699	636	683	740	712	575	102		10,464
FY 2011	2010	203	1093	1018	928	840	879	770	681	690	661	665	709	694	608	97		10,536
FY 2012	2011	210	1107	1047	948	883	800	839	719	647	654	692	690	665	593	92		10,586
FY 2013	2012	207	1128	1062	976	900	842	763	779	684	613	686	718	648	568	97		10,671

Note: Figures are for all students, under 5 and over 20

# Alexandria City Public Schools

## ACPS Statistics

### 2007 SOL SPRING RESULTS AND COMPARISON OF PASSING PERCENTAGES

SOL Test	2004	2005	2006	2007	Change 2006-07
<b>Grade 3</b>					
English	72	81	81	79	-2
Mathematics	87	87	91	90	-1
History	81	82	88	89	+1
Science	79	82	87	90	+3
<b>Grade 5</b>					
English: Reading	81	82	86	81	-5
English: Writing	84	91	87	86	-1
Mathematics	75	80	85	86	+1
History	88	84	82	81	-1
Science	77	74	80	86	+6
<b>Grade 8</b>					
English: Reading	76	72	73	71	-2
English: Writing	80	72	90	75	-15
Mathematics	88	80	64	69	+5
History	74	74	84	84	0
Science	87	81	78	82	+4
<b>High School</b>					
English: Reading	82	80	85	85	0
English: Writing	82	85	84	90	+6
Algebra I	76	76	76	80	+4
Geometry	73	71	71	70	-1
Algebra II	87	90	91	88	-3
Earth Science	57	76	78	80	+2
Biology	69	68	69	74	+5
Chemistry	94	95	96	94	-2
World History I	71	80	85	81	-4
World History II	77	81	79	85	+6
Virginia & U.S. History	87	84	89	86	-3

# Northern Virginia Community College

**Description:** The City of Alexandria contributes to the Local Maintenance and Operating Budget of the Northern Virginia Community College (NVCC). NVCC is a two-year institution serving Northern Virginia. The local contribution supports the College's programs for the business and educational needs of Northern Virginia residents. Local contributions provide funds for services and activities that would not be possible with State funds alone. Area governments contribute funding based upon each jurisdiction's share of the combined population of the localities served. Population data is from the Weldon Cooper Center for Public Service at the University of Virginia.

## FY 2009 Budget Highlights

- The total Local Maintenance and Operating Budget has remained constant from FY 2008 to FY 2009. However, population changes result in varying requests to jurisdictions from FY 2008 to FY 2009.
- The requested contribution from Alexandria has decreased by \$395, or 3.2%.
- The City of Alexandria also contributes a proportionate share of NVCC's locally-funded capital costs. Please refer to the City's Proposed FY 2009-2014 Capital Improvement Program document for more information.

## Expenditure Summary

Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Proposed
Northern Virginia Community College	\$12,548	\$12,399	\$12,004

## Participating Jurisdictions – Percent Shares

Summary Table for FY 2009			
Jurisdiction	Population	Percent	Operating Budget Request
City of Alexandria	132,343	6.4%	\$12,004
Arlington County	194,358	9.4%	\$17,629
City of Fairfax	22,786	1.1%	\$2,067
Fairfax County	1,016,483	49.2%	\$92,200
City of Falls Church	11,085	0.5%	\$1,005
Loudoun County	269,605	13.0%	\$24,454
Manassas City	36,576	1.8%	\$3,318
Manassas Park City	13,910	0.7%	\$1,262
Prince William County	369,216	17.9%	\$33,490
<b>Total</b>	<b>2,066,362</b>	<b>100.0%</b>	<b>\$187,429</b>

# Capital Improvement Relation Information

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**FY 2009 – FY 2014**

**Capital Improvement Program**

**Overview**

**FY 2009 – FY 2014 Capital Improvement Program Overview**

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## FY 2009 – FY 2014 Capital Improvement Program Overview

*The City of Alexandria's Capital Improvement Program (CIP) is a comprehensive plan, which identifies capital projects related to the City's future infrastructure needs and the corresponding funding required to meet those needs.*

### *Definition of a Capital Project*

- Greater than \$10,000*
- Acquires or improves physical assets with useful life of 3 or more years*
- Not day-to-day maintenance*

The CIP addresses two broad areas of expenditure:

- Protection of the City's investment in existing physical assets; and
- Planning and construction of major new facilities and new IT systems.

The adoption of the CIP by the City Council is an indication of its support of both the capital projects that the City intends to pursue, and a plan for the anticipated levels of financing needed to fund these capital projects over the six-year period.

The adoption of the six-year CIP is neither a firm commitment to a particular project nor a limitation to a particular cost. As a basic tool for scheduling anticipated capital projects and capital financing, the CIP is a key element in planning and managing future debt service requirements. The first year of the CIP (FY 2009) does represent a funding commitment for the project to proceed to the next stage, or to be implemented depending on the level of funding provided.

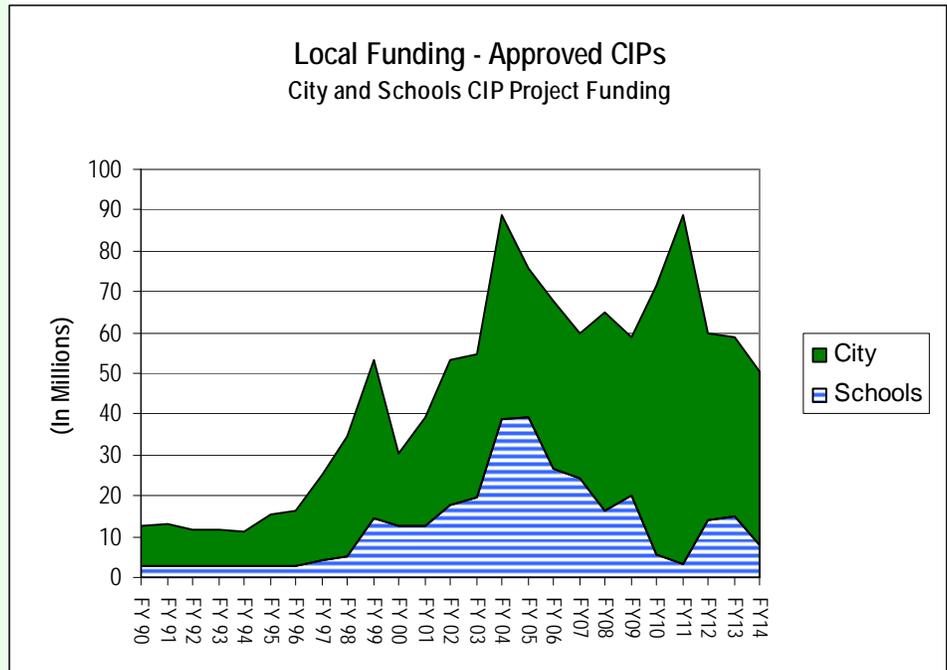
The City defines a capital project expenditure (as opposed to an operating expenditure) as an expenditure of more than \$10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, painting, minor (less than \$10,000) carpentry, electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

# FY 2009 – FY 2014 Capital Improvement Program Overview

*The City Manager's Proposed FY 2009-FY 2014 Capital Improvement Program totals \$388.1 million in local funding and \$478.3 million in total funding. This represents a decrease of 0.3 percent in local funding and an increase of 6.4 percent in all sources of funding.*

FY 2009 Proposed vs. FY 2008 Approved				
	FY 2008 Approved	FY 2009 Proposed	Change	
			\$	%
All Funds	449.7	478.3	\$28.6	6.4%
City Share	389.1	388.1	-\$1.0	-0.3%

The chart below shows the portion of local CIP funding dedicated to Schools capital projects versus City capital projects from FY 1990 – FY 2014



# FY 2009 – FY 2014 Capital Improvement Program Overview

## Process to Develop CIP for FY 2009 – FY 2014

*The FY 2008 – FY 2013 CIP included \$85.3 million in to-be-determined funding sources.*

The FY 2008 – FY 2013 Approved CIP included \$85.3 million in “funding to be determined”, representing funding shortfalls of \$44.9 million in FY 2009 and \$40.4 million in FY 2010.

To address this shortfall, the City Manager proposed two fall worksessions with City Council to examine various issues related to the CIP, including:

- Current CIP planning and management practices;
- CIP cash capital and debt service capacity and its impact on the long-range operating budget;
- Debt policy guidelines;
- Prioritization methods; and
- Best management practices in capital project management

*In September 2007, City Council held two worksessions to address the anticipated CIP shortfalls in FY 2009 and FY 2010.*

On September 18-19, 2007, staff proposed several options to address the shortfall, including:

- Prioritization of current CIP projects;
- Restructuring of the FY 2008 bond issuance;
- Implementation of the storm water utility fee for FY 2010;
- Increasing cash capital;
- Issuing more debt; and
- Maximizing other sources of CIP funding.

As a result of these worksessions, City staff revised project schedules and cost estimates to reflect both operational realities and funding constraints. In addition, staff has prioritized CIP projects so that only \$3.4 million in reductions to the FY 2009 CIP are necessary. Procedures for managing major capital projects are being revised to incorporate a phased review process that will more clearly identify potential costs and benefits and allow City staff to better control and manage these projects over their lifetime. City staff also examined debt capacity and plans for issuing debt to more fairly allocate the long term benefits of many capital projects to future taxpayers. The availability of new NVTAs funds for transportation projects also helped close a portion of the funding gap.

*Significant CIP shortfalls remain in FY 2010 and FY 2011.*

Despite these efforts, there is still insufficient funding to meet all the needs in FY 2009, FY 2010, and FY 2011. In addition to the \$3.4 million shortfall in FY 2009, a shortfall of \$23.2 million in FY 2010 and \$20.6 million remain. The impact on the operating budget of proposing \$47.2 more in additional cash capital or bond issuance to meet those shortfalls would be more than existing or projected revenues at current tax rates could finance.

# FY 2009 – FY 2014 Capital Improvement Program Overview

*The CIP Steering Committee reviewed and prioritized over 160 new and revised projects.*

*CIP projects were first prioritized into one of four categories.*

The specific plan and priorities for the FY 2009 - FY 2014 CIP were initially developed by the City's internal staff CIP Review Committee. This committee, comprised of four department heads, OMB staff, and two Deputy City Managers, is charged with recommending the priorities to the City Manager from among the many requested and needed projects within the City.

The CIP Review Committee assessed over 160 new and revised project requests for the FY 2009 - FY 2014 Capital Improvement Program. Various revisions were made to the project schedules and cost estimates to reflect both operational realities and funding constraints. Projects were then categorized into the following categories:

- Recurring Repair, Refurbishment, Rehabilitation, Renovation, and Reconstruction (Recurring Infrastructure 5R);
- Major Infrastructure Reconstruction Work;
- On-going Improvement Programs; and
- New Projects

The matrix below illustrates the criteria used in categorizing each project and provides examples of each type of project.

	<b>Annual or Cyclical Project Timelines</b>	<b>Finite Project Timelines</b>
<b>Existing Facilities or Infrastructure</b>	Recurring Infrastructure R5 (i.e. Fire Station CFMP)	Major "Infrastructure Reconstruction" Work (i.e. Warwick Pool)
<b>Expanded Facilities or Infrastructure</b>	On-Going Improvement Program (i.e. ADA Improvements)	New Projects (i.e. New Fire Station - Eisenhower Valley)

## FY 2009 – FY 2014 Capital Improvement Program Overview

*Projects were then ranked into three Tiers or separately evaluated by the City Manager.*

In addition, the Committee ranked the projects into three prioritization tiers. These tiers corresponded with the ratings below (essential, very desirable, or desirable). In some cases, projects were divided into parts that were separately ranked.

### Essential (Tier 1):

- Previously committed and/or ongoing;
- Addresses issues of health or safety of citizens;
- Addresses issues of legal responsibility by the City;
- Avoids even greater future costs;
- Requested or required by the City Council;
- Result of City-wide citizen input;
- State or federal funds can be used with minimal match from the City.

### Very Desirable (Tier 2):

- Previously committed but not essential to continue;
- Addresses quality of life issues such as space or beautification;
- A new addition to an ongoing project;
- May be income producing;
- A neighborhood or interest-group priority;
- State or federal funds available but requires a substantial City match.

### Desirable (Tier 3):

- Addresses any of the above issues but is not an immediate priority;
- Cost of the project is too high to justify;
- Requires a major maintenance effort once complete.

*The City Manager ranked certain baseline projects outside of the "Tier" process as mandatory or as projects of City-wide impact requiring funding.*

The list below provides examples of "baseline" projects. These include:

- New Police Facility
- All-City Sports Facility
- Sanitary Sewer projects
- New Fire Station 210 (Eisenhower Valley)
- Dash Bus Replacement
- Regional contributions

## FY 2009 – FY 2014 Capital Improvement Program Overview

*The CIP Steering Committee ranked project categories and prioritization tiers.*

Project categories and tiers were then ranked in the following order:

- Baseline Projects approved for funding by CMO
- Recurring 5R Work – Tier I
- Information Technology Projects – Tier I
- Major Infrastructure Reconstruction Work – Tier I
- On-going Improvement Programs – Tier I
- Recurring 5R Work – Tier II
- New Projects – Tier I
- Information Technology Projects – Tier II
- Major Infrastructure Reconstruction Work – Tier II
- On-going Improvement Programs – Tier II
- Required 5R Work – Tier III
- New Projects – Tier II
- Major Infrastructure Reconstruction Work – Tier III
- On-going Improvement Programs – Tier III
- New Projects – Tier III
- Information Technology Projects – Tier III

In general, priority was given to CIP projects focusing on maintaining existing infrastructure and facilities. With the exception of FY 2010, all recurring infrastructure projects were funded, while new projects were given lower priority. The table below shows which categories and prioritization tiers were funded for each of the fiscal years.

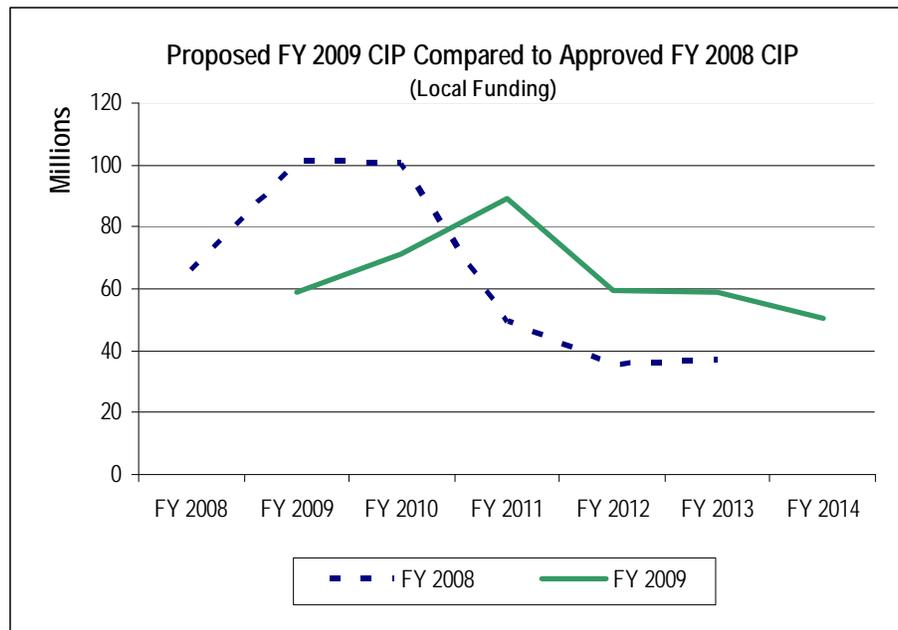
Category	FY 2009	FY 2010	FY 2011	FY 2012- FY 2014
<b>Recurring Infrastructure (5R)</b>				
Tier I	Funded	Funded	Funded	Funded
Tier II	Funded	Funded	Funded	Funded
Tier III	Funded	Not Funded	Funded	Funded
<b>Major Infra. Reconstruction</b>				
Tier I	Funded	Funded	Not Funded	Funded
Tier II	Funded	Not Funded	Not Funded	Funded
Tier III	Not Funded	Not Funded	Not Funded	Funded
<b>On-going Improvement</b>				
Tier I	Funded	Funded	Not Funded	Funded
Tier II	Funded	Not Funded	Not Funded	Funded
Tier III	Not Funded	Not Funded	Not Funded	Funded
<b>New Projects</b>				
Tier I	Funded	Not Funded	Not Funded	Funded
Tier II	Not Funded	Not Funded	Not Funded	Funded
Tier III	Not Funded	Not Funded	Not Funded	Funded

## FY 2009 – FY 2014 Capital Improvement Program Overview

*The realities of the City's financial situation, as well as the need to meet the budget guidelines established by City Council were critical to final decisions on recommended CIP projects.*

Based on the results of the CIP Steering Committee prioritization process, recommendations were developed and meetings were held with the City Manager so that he could review, adjust, and then finalize the CIP project recommendations contained in this report.

The result of the efforts of the CIP Review Committee and subsequent City Manager review and decision-making, and Council review and adoption is a proposed six-year \$388.1 million total CIP, representing a 0.3 percent decrease as compared to the Approved FY 2008-FY 2013 CIP of \$389.1 million. The chart below illustrates the difference in funding for the FY 2009 – FY 2014 Proposed CIP compared to the FY 2008 – FY 2013 CIP.

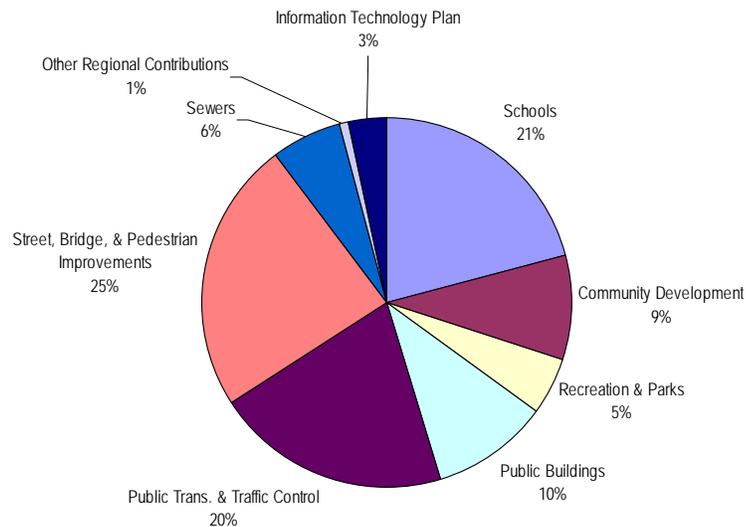


# FY 2009 – FY 2014 Capital Improvement Program Overview

*The Proposed FY 2009 capital budget includes \$95.3 million in total funding and \$58.8 million in local funding.*

The total CIP request for FY 2009 is for \$95.3 million, which includes \$36.5 million in grants and other special revenues. The locally funded CIP is for \$58.8 million, a \$42.3 million (41.8%) decrease over what was previously planned for FY 2009 in last year's approved CIP.

FY 2009 All Funds Capital Budget By CIP Project Category



A summary of the FY 2009 major capital budget highlights follows:

Schools:

- \$19.9 million for Alexandria City Public Schools, including \$8.3 million for systems replacement and modernization at John Adams Elementary School.

Community Development:

- \$1.23 for the next phase of a coordinated wayfinding system; and
- \$2.6 million for stream and channel maintenance.

# FY 2009 – FY 2014 Capital Improvement Program Overview

## *Highlights of the FY 2009 Capital Budget*

### Recreation and Parks:

- \$2.04 million in additional funds for land acquisition (open space);
- \$1.0 million for other park improvements; and
- \$0.9 million for the installation of athletic fields.

### Public Buildings:

- \$8.2 million for the renovation of public safety facilities, including \$3.0 million for the next phase of design work of the New Police Facility and \$3.0 million for the Public Safety Center Slab Replacement project;
- \$1.1 million for the renovation and reconstructions of other City facilities;
- \$0.5 million for the preservation of historic facilities; and
- \$78,750 for routine maintenance at the Mental Health residential facilities.

### Public Transportation and Traffic Control:

- \$8.1 million for the City's contribution to WMATA "Metro Matters" and likely "Beyond Metro Matters" CIP.
- \$3.9 million for the replacement and expansion of DASH buses. These costs are offset with NVT A and State Urban funds.
- \$2.5 million for a funding contingent for studies and planning relating to potentially constructing a new Metrorail station at Potomac Yard. These costs are funded by NVT A funds.
- \$2.9 million for has been budgeted to fund the Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU) transportation projects that were earmarked by the federal government for the City of Alexandria. These projects will be fully funded with federal revenues and are planned to be matched with revenues from the State earmarked for these City transportation projects.

### Street, Bridge, and Pedestrian Improvements:

- \$10.8 million for the widening of Eisenhower Avenue. These projects costs are funded by State Urban funds.
- \$5.2 million for improvements at the intersection of King and Beauregard Streets. These projects costs are funded by State Urban funds.
- \$2.6 million for the repaving of Washington and King Streets. These costs are funded by the State revenue sharing program and NVT A funds.
- \$1.0 million for bridge repairs City-wide.
- \$0.9 million for traffic calming.

## FY 2009 – FY 2014 Capital Improvement Program Overview

### *Highlights of the FY 2009 Capital Budget*

#### Sewers:

- \$4.6 million for sanitary sewer projects funded entirely with sanitary sewer system revenues, including \$0.7 million for infiltration and inflow remediation in the Holmes Run sewershed and \$1.0 million in the Taylor Run Sewer; and
- \$1.2 million for storm sewer projects.

#### Other Regional Contributions:

- \$0.35 million for the City's capital contribution to the Northern Virginia Regional Park Authority.
- \$146,502 for the City's annual capital contribution to Peamansend Creek Regional Jail.
- \$132,343 for the City's capital contribution to the Northern Virginia Community College.

#### Information Technology:

- \$3.2 million for Information Technology Plan projects, including upgrades or replacement of software and hardware.

## FY 2009 – FY 2014 Capital Improvement Program Overview

*The City Manager's Proposed FY 2009 – FY 2014 CIP includes \$478.3 million in all sources of funding and \$388.1 million in local funding.*

The City Manager's Proposed FY 2009-FY 2014 Capital Improvement Program totals \$388.1 million in local funding and \$478.3 million in total funding. This represents a decrease of 0.3 percent in local funding and an increase of 6.4 percent increase in total funding.

The FY 2009 - FY 2014 Capital Improvement Program focuses on repairing, refurbishing, renovating, rehabilitating, and reconstructing existing physical assets. In addition, the proposed CIP calls for new capital projects that will save future operating costs. The chart on page 2-15 illustrates CIP spending (both City and Special Revenue sources) according to project category for each year in the six-year plan.

### Schools:

- A total of \$65.3 million over six years (FY 2009 – FY 2014) has been proposed in this CIP for the capital needs of the Alexandria City Public School System (ACPS) for Schools projects.

### Community Development:

- A total of \$10.3 million over six years (FY 2009 – FY 2014) is planned for stream and channel maintenance. \$3.7 million of this amount will address long-term flood clean-up and prevention issues, identified by T&ES after the flood events of June/July 2006.
- \$3.1 million over two years (FY 2013-FY2014) is planned for the next cycle of City Marina dredging.
- \$1.2 million is budgeted in FY 2009 for the next phase in the implementation of the coordinated wayfinding sign program.

## FY 2009 – FY 2014 Capital Improvement Program Overview

### *Highlights of the FY 2009 –FY 2014 Capital Improvement Program*

#### Recreation and Parks:

- Funding for open space land acquisition over six years of \$13.9 million reflects revenue estimated for FY 2009 given recently released 2008 real estate assessments and the estimated value of one percent of total revenue generated from real estate taxes. In the out-years, FY 2010 remains level ,FY 2011 is increased by 3 percent, and FY 2012 - FY 2014 have been increased by an average of 6 percent per year based on estimated future year assessment increases. The actual amount will vary based upon actual assessment for each coming year.
- A total of \$20.2 million is planned to design and construct the expansion of the Chinquapin Recreation Center. The funding schedule, however, has been revised and is now planned over three years (FY 2012-FY 2014). It should be noted that \$20.0 million is a “ placeholder” as a program has not yet been developed for the use of the renovated and expanded space.
- A total of \$4.7 million over two years (\$1.8 million in FY 2010 and \$2.9 million in FY 2010). In addition, \$5.0 million is planned to be funded by private fund raising, for the design and construction of an All-City sports complex.
- A total \$4.3 million over six years (FY 2009 – FY 2014) is planned for the design and installation of artificial turf fields City-wide.

#### Public Buildings:

- \$76.1 million over four years (FY 2009-FY 2012) is planned for the construction of the new Police facility headquarters office on Wheeler Avenue. Total funding for this project has been increased by \$11.6 million to reflect increases in construction costs and summary programming results. This increase also includes \$4.0 million for furniture, fixtures, and equipment (FF&E) items that were not part of the original base construction budget. In addition, \$16.1 million for IT related equipment (including E-911 and Computer Aided Dispatch equipment) and installation at the new APD Facility has been now included as part of this project budget. Many of these IT costs would have to be funded independent of the need for a new police facility.
- \$9.9 million over three years (FY 2012-FY 2014) is planned for the renovation and expansion of Fire Station 203 (Cameron Mills).
- \$9.3 million over three years (FY 2010-FY 2012) is planned for the constructions of a new fire station in Eisenhower Valley.

## FY 2009 – FY 2014 Capital Improvement Program Overview

### *Highlights of the FY 2009 –FY 2014 Capital Improvement Program*

#### Public Buildings (Continued):

- \$5.5 million over three years (FY 2009-FY 2011) is planned for the Public Safety Center Slab Replacement project.
- \$2.04 million over six years has been budgeted for the preservation of historic facilities to begin to address capital facility maintenance requirements at the City's historic buildings and sites managed by the Office of Historic Alexandria (OHA).
- \$2.8 million over six years (FY 2008 - FY 2013) has been planned for capital repairs, maintenance and improvements at facilities managed by the Office of the Sheriff, particularly the Detention Center.
- \$1.0 million is planned over two years (FY 2011-FY 2012) for the potential development of a City office complex at the intersection of King and Beauregard Streets to be known as the Laslo N. Tauber campus.

#### Public Transportation and Traffic Control:

- \$45.7 million has been planned over six years (FY 2009-FY 2014) to meet the City's capital obligations for Metrobus and Metrorail as part of the Washington Metropolitan Area Transit Authority's (WMATA) "Metro Matters" and potential "Beyond Metro Matters" Capital Improvement Program (CIP).
- \$23.2 million over six years (FY 2009-2014) has been planned for the replacement and addition of DASH buses over this period. These buses will be primarily funded State Urban Funds and NVTA revenues.
- \$15.0 million over six years (FY 2009 – FY 2014) has been planned for an annual funding contingent for studies and planning relating to potentially constructing a new Metrorail station at Potomac Yard. *Including funding in the CIP does not mean the station would be constructed, but does mean that the feasibility of a station would be studied in detail.*

#### Street, Bridge, and Pedestrian Improvements:

- \$36.9 million is planned over six years (FY 2008 – FY 2013) for street improvements, including \$6.7 million for the reconstruction of Madison and Montgomery and Edsall Roads; \$3.2 million for traffic calming, and \$2.1 million for the redesign and reconstruction of the most deteriorated alleys City-wide as part of the Alley Rehabilitation Program.
- \$3.8 million is planned over six years (FY 2008 – FY 2013) for bridge repairs City-wide.

## FY 2009 – FY 2014 Capital Improvement Program Overview

### *Highlights of the FY 2009 –FY 2014 Capital Improvement Program*

#### Sewers:

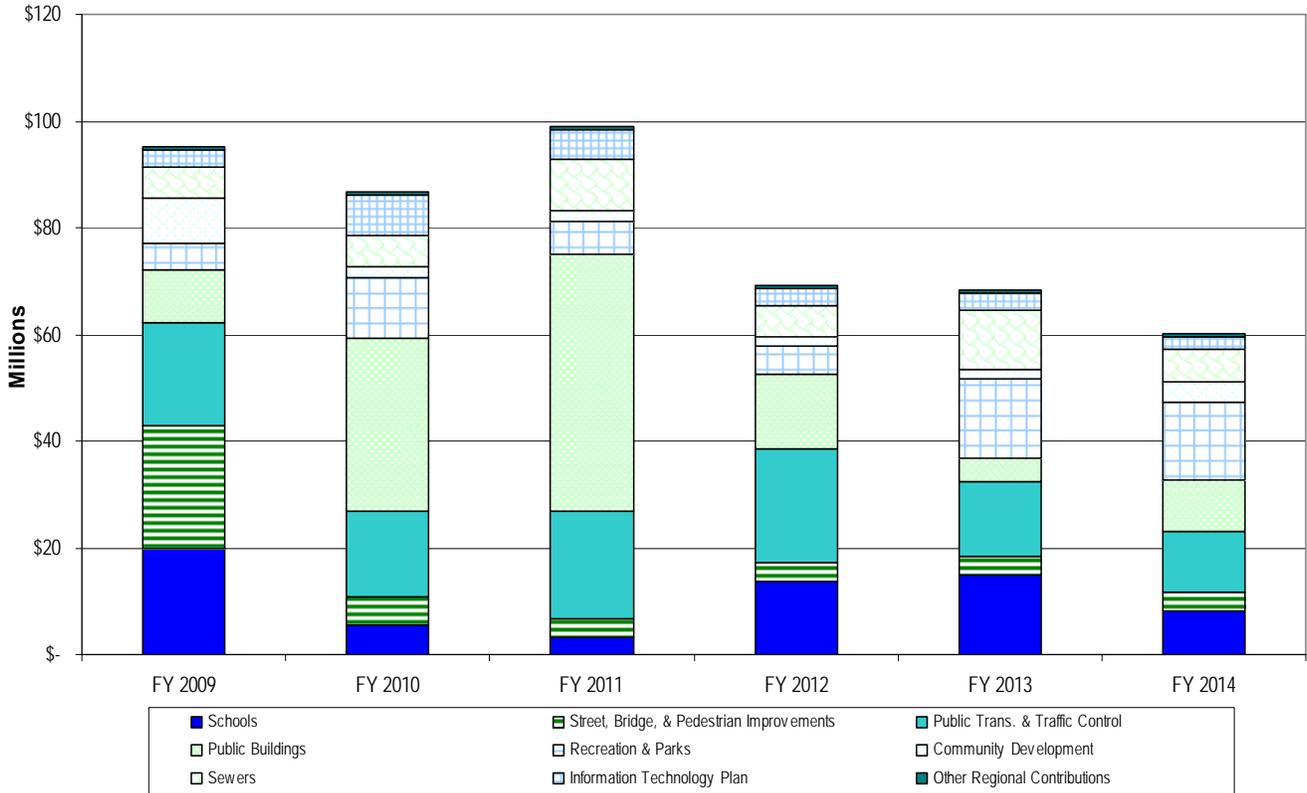
- A total of \$44.0 million over six years (FY 2009 - FY 2014) is planned for City-wide sanitary and storm sewer projects, including \$17.3 million for the Holmes Run Infiltration and Inflow project and \$3.1 million to address unforeseen conditions and cost increases in existing sanitary sewer projects and for sanitary sewer projects to be determined in the future. Sanitary sewer projects will be financed by the revenues collected through the Sanitary Sewer Enterprise Fund (sanitary sewer connection and use fees).

#### Information Technology:

- The Approved FY 2009-FY 2014 CIP continues the City's commitment to building and maintaining an essential information technology infrastructure. The plan will enhance information technology services and build on existing City hardware, networks, and software that have been implemented over the past decade. The Approved FY 2009-FY 2014 Information Technology (IT) Plan component of the CIP is \$24.9 million, which represents an increase of \$2.1 million, or 9.2 percent, as compared to the FY 2008-FY 2013 approved six-year plan. The largest single new elements are \$3.65 million in FY 2010 to fund the replacement of public safety radios, and \$4.0 million in FY 2010 and FY 2011 to replace the existing financial management, human resource, and purchasing systems with a unified single system.

# FY 2009 – FY 2014 Capital Improvement Program Overview

## CIP USES: FY 2009 - FY 2014



## FY 2009 – FY 2014 Capital Improvement Program Overview

*A total of \$47.2 million in proposed CIP projects remain unfunded.*

*The City Manager's Proposed CIP could not fund \$3.4 million in proposed CIP reductions in FY 2009.*

*For more detail on unfunded projects, please refer to Table 5 in the "Summary Expenditure Tables" located on pages 4-17 to 4-23.*

Even after rescheduling many projects to a later time, there is insufficient funding to meet all the capital needs in FY 2009, FY 2010, and FY 2011.

A total of \$47.2 million over three years (\$3.4 million in FY 2009; \$23.2 million in FY 2010; and \$20.6 million in FY 2011) remains unfunded due to CIP funding constraints in those years. In FY 2009, the following projects remain unfunded:

- \$1.85 in capital projects at Alexandria City Public Schools (ACPS). For more detail, refer to pages 6-3 through 6-12 of this document)
- \$120,000 for the residential sign program;
- \$10,000 for Mt. Vernon Avenue light fixtures;
- \$100,000 for Streetscape Improvements;
- \$200,000 for the design of Patrick Henry Recreation Center reconstruction;
- \$250,000 for a Miracle Field
- \$150,000 for Boothe Court
- \$13,000 for handicap accessibility projects at City facilities;
- \$94,500 for bus shelters
- \$100,000 for safe routes to schools
- \$78,750 for miscellaneous undergrounding; and
- \$466,500 in information technology projects.

In FY 2010, \$23.2 million in the following project categories were not funded:

- New Projects – Tier 1
- Information Technology Projects – Tier II
- Major Infrastructure Reconstruction Work – Tier II
- On-going Improvement Programs – Tier II
- Recurring Infrastructure Work – Tier III
- New Projects – Tier II
- Major Infrastructure Reconstruction Work – Tier III
- On-going Improvement Programs – Tier III
- New Projects – Tier III
- Information Technology Projects – Tier III

In FY 2011, \$20.6 million in the following projects categories were not funded:

- Major Infrastructure Reconstruction Work
- On-going Improvement Programs
- New Projects

## FY 2009 – FY 2014 Capital Improvement Program Overview

*The FY 2009 – FY 2014 CIP will be primarily financed with General Obligation Bonds, Cash Capital, Grants and Other Special Revenue, and Bond Interest Earnings.*

The City will continue to use pay-as-you-go cash capital financing over the next six years to maintain compliance with its debt-related financial policies and, to the extent possible, as dictated by the economy and resulting pressure on the operating budget. The chart on the following page shows the breakdown of funding sources (both City and Special Revenue sources) for each year of the six-year plan.

Funding the total capital program for the City and the Schools will be provided through a mix of sources including:

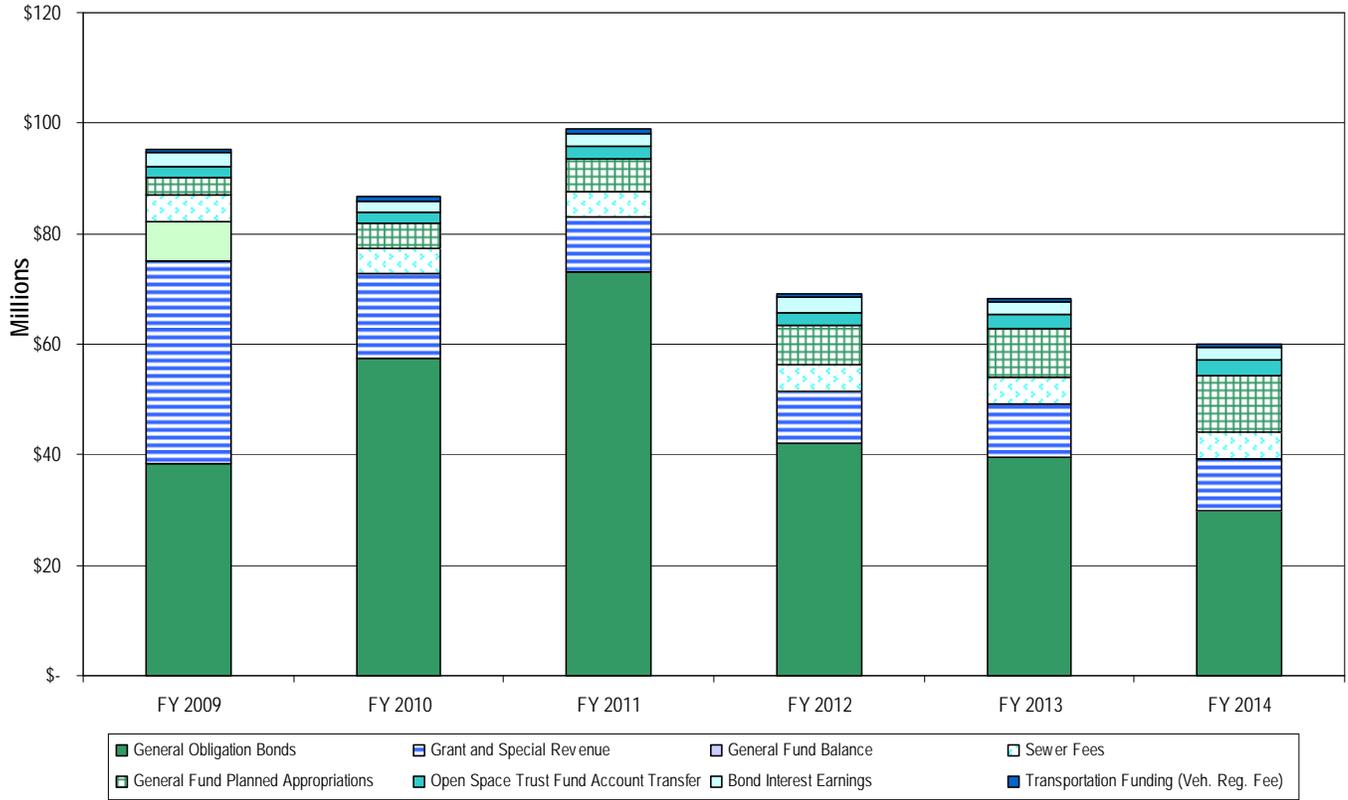
- \$280.1 million in general obligation bond borrowing;
- \$90.2 million in grants and other special revenue;
- \$53.9 million in cash capital appropriations (includes open space cash capital);
- 28.4 million in cash capital from sanitary sewer fees
- \$14.1 million in bond interest earnings,
- \$4.2 million in revenue raised from the decal fee; and
- \$7.4 million in general fund balance for capital projects.

The FY 2009-FY 2014 capital funding plan reflects the planned issuance of

- \$38.4 million in general obligation bonds in FY 2009;
- \$57.4 million in FY 2010;
- \$72.9 million in FY 2011;
- \$42.0 million in FY 2012;
- \$39.6 million in FY 2013; and
- \$29.7 million in FY 2014.

# FY 2009 – FY 2014 Capital Improvement Program Overview

## CIP SOURCES: FY 2009-FY 2014



## FY 2009 – FY 2014 Capital Improvement Program Overview

*Over the six-year period, the City will receive \$72.2 million in special revenue related to transportation.*

Of the \$90.2 million to come from grants and other special revenue sources, \$72.2 million is dedicated to funding capital projects related to transportation.

This includes:

- \$32.0 million in State Urban Funds;
- \$31.0 million in NVTA revenue;
- \$6.0 million from the State revenue sharing program; and
- \$2.9 for SAFTEA-LU funded projects.

Tables detailing the capital program funding plan appear in the section entitled "Summary Funding Totals" in this document.

# FY 2009 – FY 2014 Capital Improvement Program Overview

*Annual impact on the operating budget significantly impacts amount of debt the City can issue.*

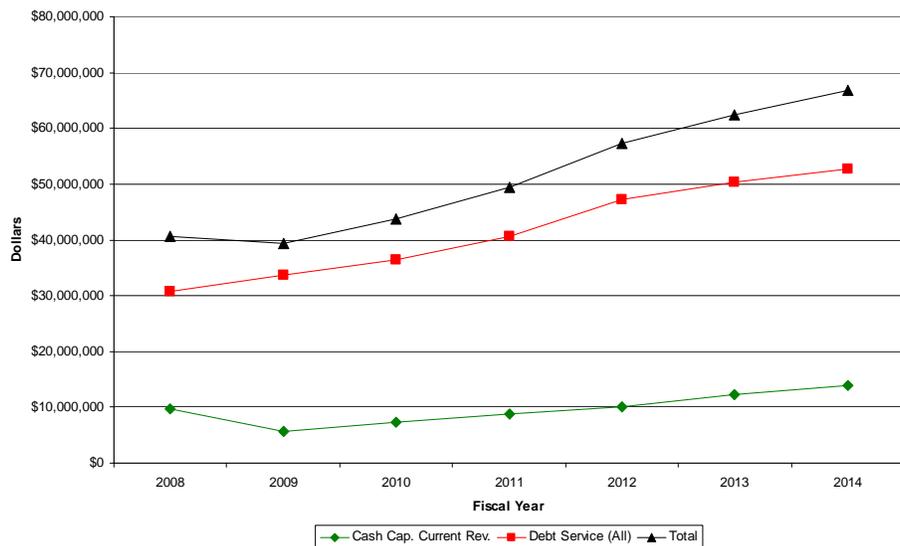
*Debt service payments increase each year of the CIP, peaking at \$51.2 million in FY 2014.*

This proposed capital program, while accommodating many needs, does not address all of the requests from City agencies and the community. As referenced earlier, a total of \$47.2 million over three years remains unfunded. The impact on the operating budget of proposing additional cash capital or bond issuance to fund this \$47.2 million is more than existing or projected revenues at current tax rates could finance.

The increasing amount of debt outstanding will not endanger the City's hard-earned AAA/Aaa bond ratings, but will impact the annual operating budget.

As illustrated by the chart below, the annual repayment on the principal and interest due on our general obligation bonds will increase from \$30.6 million in FY 2008 to \$33.4 million in FY 2009, and increase each year until peaking at \$51.2 million in FY 2014.

**CIP Impact on Operating Budget**



# FY 2009 – FY 2014 Capital Improvement Program Overview

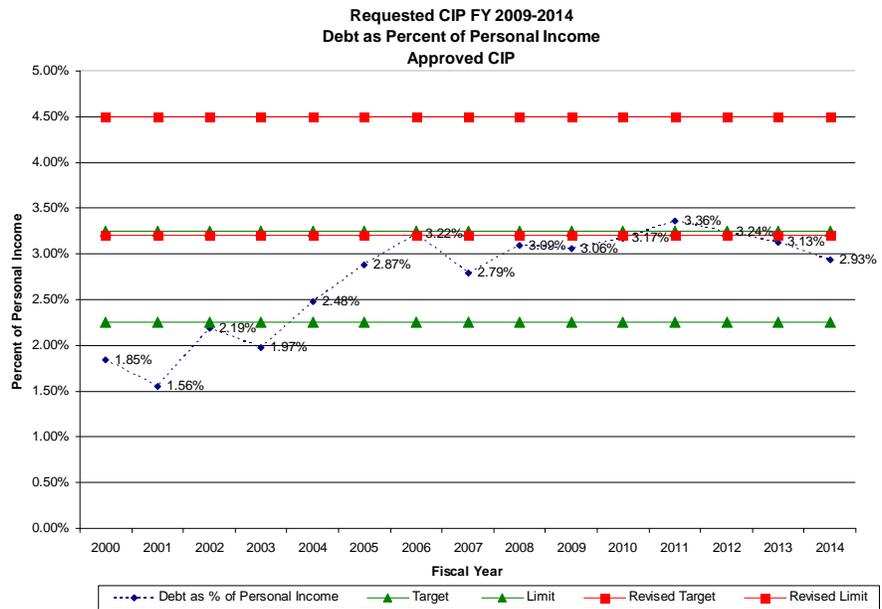
*The City will remain in compliance with adopted debt ratio limits.*

*The City Manager is recommending a revision of the debt policy guidelines (Debt as a percent of Personal Income).*

As shown in the “Summary Funding Tables” section of the document and in the figures below, the City will remain in compliance with most of our adopted debt ratio limits. The only exception is the Debt per capita as a percent of personal income.

Debt per capita as a percent of per capita income will remain below the City’s current debt per capita ceiling of 3.25% of per capita income in all but one year, FY 2011, when it is estimated to be 3.36 percent.<sup>1</sup> This is not a material deviation from the current guideline limits. In addition, this is not the primary debt ratio the bond rating agencies focus on.<sup>2</sup>

Based on comparison with other AAA/Aaa rated jurisdictions and recommendations by the Budget and Fiscal Affairs Advisory Committee (BFAAC), the City Manager is recommending that the debt per capita as a percent of per capita income guidelines be adjusted upward to a 3.2 percent target and 4.5 percent limit. This revisions would resynchronize this guideline with that for debt as a percent of the fair market value of real property. These two indicators have diverged since they were last reviewed and adopted by City Council in December 1997.



<sup>1</sup>This measure assures that new debt related to the sanitary sewer system incurred in FY 2007 or thereafter will not be counted in this calculation because the system will be self supporting. However, during all years, it includes \$15 million in taxable debt issued in June 2006 for affordable housing purposes.

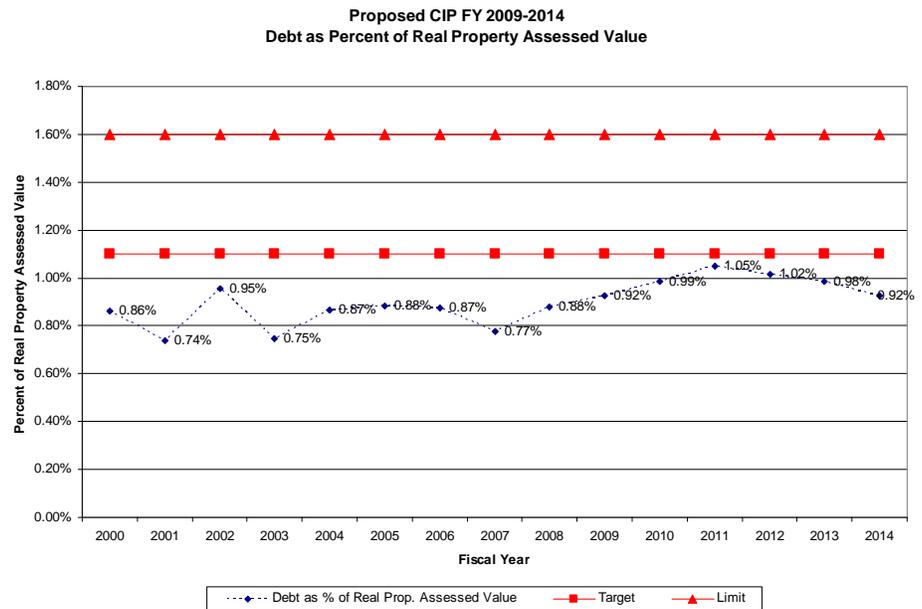
<sup>2</sup>In fact, both bond rating agencies rated the bonds at the end of 2006 AAA/Aaa.

# FY 2009 – FY 2014 Capital Improvement Program Overview

Under this funding plan, the City's debt as a percentage of the fair market value of real property increases but stays below both the 1.1 percent target and the 1.6 percent limit during the entire FY 2008 to FY 2013 time period

The City will remain consistent with its adopted debt policy ratios for Debt as a Percentage of Fair Market Real Property Value, as shown in the following graph. This is the most important debt ratio considered by the bond rating agencies.

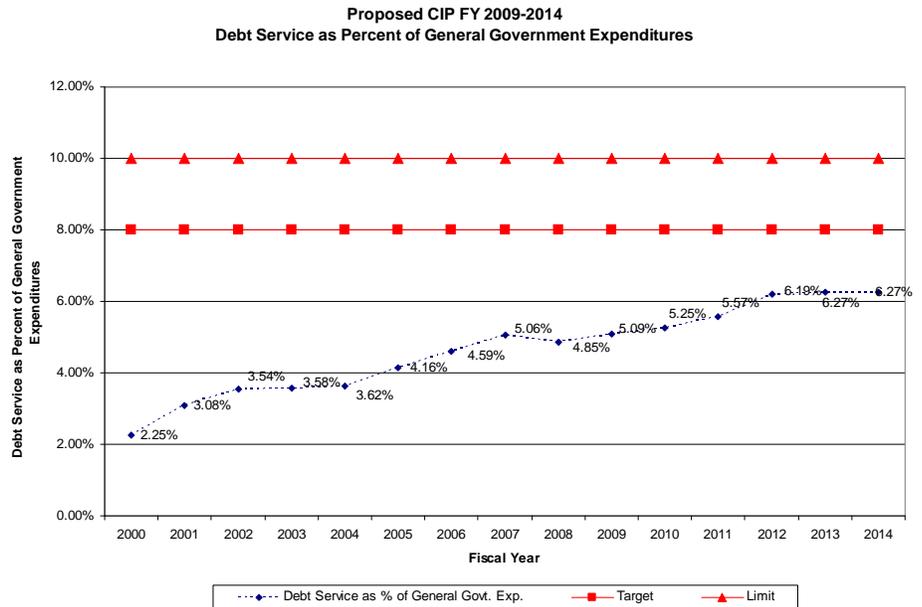
*Debt as a percent of fair market value increases slightly, but stays below target.*



The City's projected debt to tax base ratio peaks in FY 2011 at 1.05% and then steadily decreases over the next three years. This is below the 1.1% target and 65% of the City's set 1.6% policy limit. Most of this debt level is well below that of most of the other AAA/Aaa jurisdictions in Virginia and Maryland.

# FY 2009 – FY 2014 Capital Improvement Program Overview

Although the City will remain below its debt policy ratio for debt service to general governmental expenditures, as the figure below shows, the impact of debt service on the operating budget is increasing at a significant rate. It is the year-to-year debt service payments; and the impact those projects has on the real estate tax rate, that present a challenge to the City as it looks for ways to finance needed capital improvements in those years.



## FY 2009 – FY 2014 Capital Improvement Program Overview

*The City Manager is implementing a five phase capital review process to improve the management of major capital projects.*

Following the CIP worksession with City Council, the CIP Steering Committee formed two workgroups to develop proposals to implement the recommended best management practices. The City Manager reviewed these proposals and is recommending their implementation.

The first best management practice to be implemented is the capital project phase review process. This process includes the following five phases:

- Identification of Need or Problem,
- Development of Initial Requirements/Initial Study,
- Alternatives Analysis, Design,
- Invitation to Bid Issuance, and
- Construction Contract.

To begin implementation, the following 14 projects were identified to be part of this new review process:

- New Police Facility
- Fire Station 203 Expansion
- New Fire Station (Eisenhower Valley)
- Public Safety Center Slab
- Emergency Operations Center
- Holmes Run Infiltration & Inflow
- Taylor Run Infiltration & Inflow
- Madison/Montgomery
- Chinquapin Recreation Center
- Athletic Fields
- Patrick Henry Recreation Center
- All-City Sports Facility
- Windmill Hill
- Coordinated Sign and Wayfinding Program

In addition, certain Information Technology projects such as the acquisition of a new City phone system and the replacement of the financial/human resource/purchasing systems will also be subject to a similar review process.

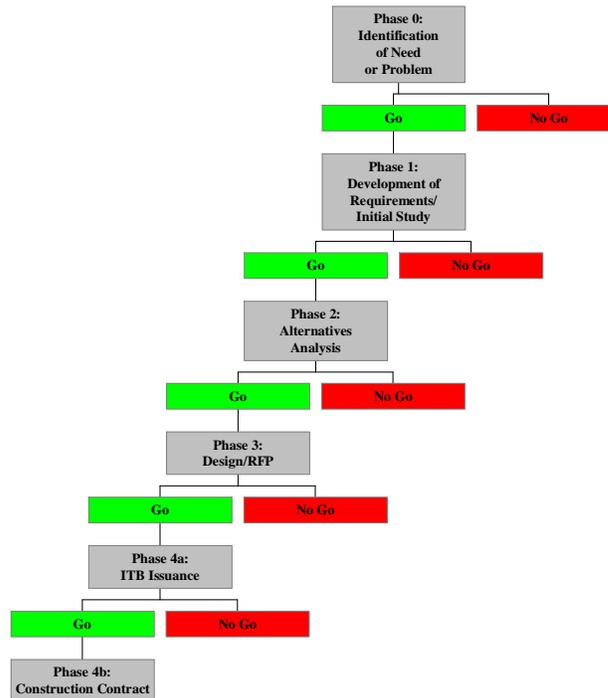
# FY 2009 – FY 2014 Capital Improvement Program Overview

*Departments are required to submit project information for approval before it can proceed to the next phase.*

When a project is ready to proceed to the next phase, Departments are required to submit the information listed below to City Manager's Office.

- Project Scope/Concept
- Cost Estimate
- Financing Estimate
- Schedule
- Customer Service Level Impact
- Quantity
- Efficiency
- Quality
- Criticality or Risk of not doing project
- Operating Budget Impact Management Team
- Public/Stakeholder Input
- SUP/Other Formal Approval Required

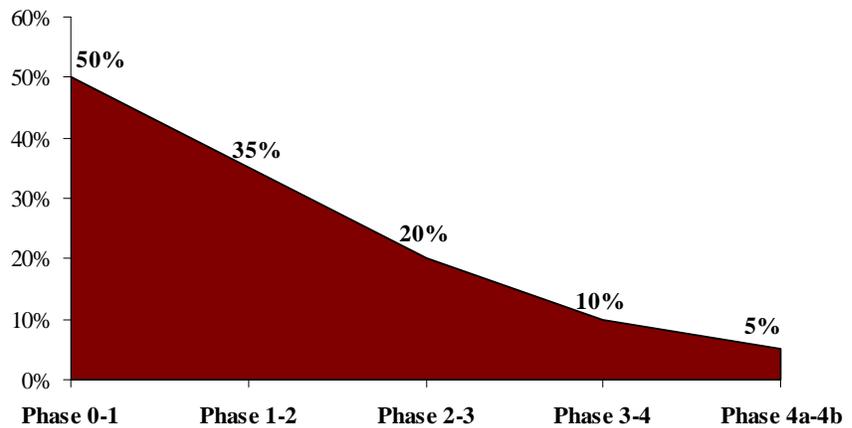
The City Manager's Office then decides whether or not the project should move forward. The chart below illustrates this process.



# FY 2009 – FY 2014 Capital Improvement Program Overview

As a project proceeds through each phase of this process, the accuracy of information required (specifically the cost and financing estimates) becomes greater. In Phases 0-1, cost estimates appearing in the budget may vary by +/- 50 percent. However, when a project reaches Phase 4a, the variance allowable decreases to +/-10 percent. The chart below illustrates the level of accuracy expected as a projects move through each of the phases.

*Cost estimates increase in accuracy as project moves through phase review process.*



*Capital project performance measures will be used to keep projects on-budget and on-schedule.*

Capital project performance measures have been developed for each of the projects in the phase review process. All projects will be measured on whether they are on-time and on-budget. The measures below illustrates how these measures appear in the budget document.

Capital Performance Measures
On-time (within projected time period)
On-budget (within projected range of costs)
Quality measures to be determined

In addition, managing departments have developed or will develop measures assessing the quality of the project (i.e. customer satisfaction). These quality measures vary by project.

Departments have also provided the customer service level impact for projects in the phase review process. In addition, the operating impact is provided for all projects. This information can be found under the project descriptions located in the Capital Details Summary.

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# City of Alexandria, Virginia

## Community Profile

# Community Profile

## OVERVIEW

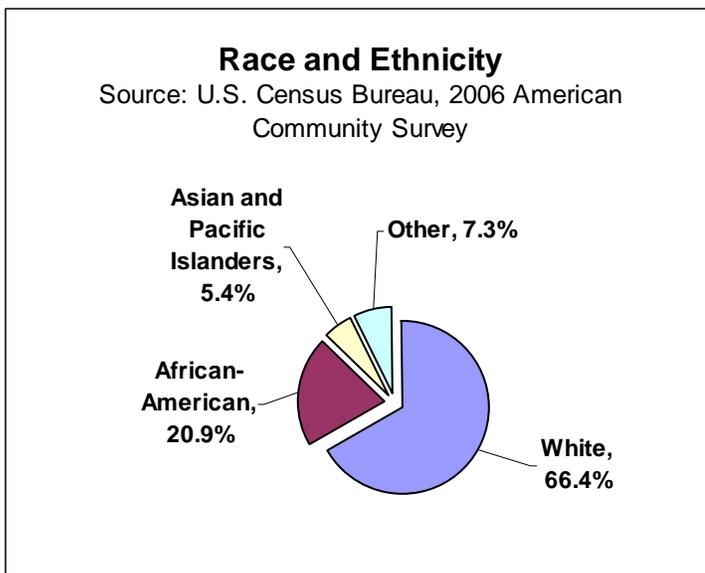
Alexandria is an independent City in Northern Virginia, just across the Potomac River from Washington, DC. Rich in history and diversity, Alexandria is nationally recognized as one of the best places to live and do business on the east coast.

Alexandria was established on May 11, 1749 by an Act of the Virginia General Assembly, and was later incorporated in 1779. The City was named after its landowners, the Alexanders. The charter, which currently governs the City, was adopted in 1922.

## DEMOGRAPHICS

As illustrated in the chart below, Alexandria is home to a diverse population, which is expected to increase to 140,467 in FY 2008.

The per capita income is projected to be \$71,949 for FY 2008. There are a total of 69,007 households, with an average size of 2.04 persons per unit.



\* 13.0% of Alexandrians are of Hispanic or Latino ethnicity (of any race)

## GOVERNANCE

In 1921, the overwhelming majority of Alexandrians voted, by referendum, to implement the Council-Manager form of city government. As a result, legislative authority and responsibility are centralized in the elected City Council, while administrative authority resides with the City Manager.

The City Council is comprised of the Mayor and six at-large Council Members who are responsible for appointing the City Manager, City Clerk, and City Attorney. The City Manager serves as the Chief Executive Officer and is responsible for the daily operations of the City.

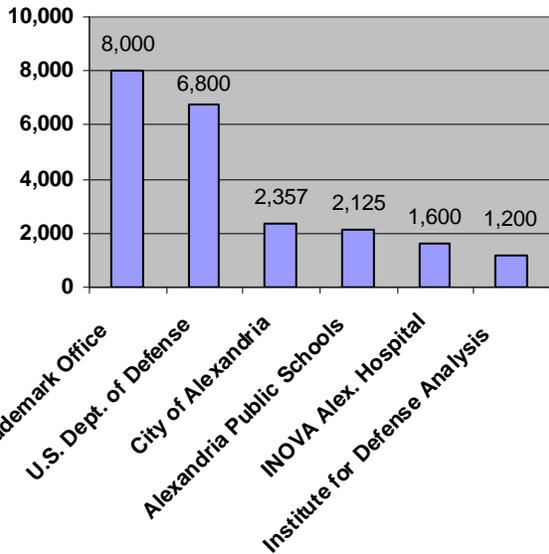
The City of Alexandria also has a strong commitment to citizen participation, which is evidenced by the 76 citizen boards and commissions established by City Council. These bodies compose a formal system through which citizens can advise City Council on major issues. Boards and commissions are responsible to City Council, and appointments are made by Council at their regular legislative meetings.

## ECONOMY

Alexandria is home to over 8,000 thriving businesses and organizations, which includes a large concentration of technology companies, the fourth-largest concentration of professional associations in the country, the United States Patent and Trademark Office (PTO), and a tourism industry that hosts nearly two million visitors a year. Chart 2 illustrates the City's largest employers.

# Community Profile

## Largest Employers



As of October 2007, Alexandria's unemployment rate is 2.2 percent, while Virginia's rate is 3.0 percent and the national rate is 5.0 percent.

There is approximately 20 million square feet of office space and over 6 million square feet of retail space existing in the City today. As of September 2007, the office space vacancy rate was 6.4 percent, while Northern Virginia's rate was 12.6 percent and the Washington, D.C. Metro Area's rate was 10.9 percent. For 2007, total retail sales in the City equaled \$2.5 billion.

## TOURISM

As the most visited destination in Northern Virginia, Alexandria enjoys about 2 million visitors annually. The City offers an array of historic and cultural attractions including many historic homes, churches, businesses and museums.

Six of the premier historic sites, including the Black History Museum, the Alexandria Archaeology Museum, Fort Ward Museum and Historic Park, Friendship Firehouse, Gadsby's Tavern, and the Lyceum, are owned and operated by the City of Alexandria.

The tourism industry supports 24 hotels with 4,500 rooms within the City of Alexandria. For the 12 months ending in June 2006, the average occupancy rate was 66.7 percent. The average daily rate for hotel rooms in the City is \$114.

## HOUSING MARKET

In 2006 and 2007, the residential real estate market leveled off and slowed dramatically. In 2008, assessed value of residential real property in Alexandria is approximately \$498,670, which represents a 1.9 percent decrease from 2007. The average assessed value for single-family homes is \$656,984, a decrease of 0.86 percent from 2007. The average assessed value for condominiums is \$326,026, a decrease of 4.3 percent from 2006. While housing values declined slightly in 2007 and 2008, the decline was much smaller than the outer suburb jurisdictions of the Washington, D.C. region. For 2009, housing values are likely to stabilize.

# Community Profile

The City of Alexandria has several affordable housing programs in order to assist low to moderate income individuals with home purchases. Initiatives include the Moderate Income Homeownership Program and the Housing Counseling Program. In addition, the City provides relocation counseling to those seeking suitable rentals in the City.

In addition, the City assists non-profit housing groups, as well as the City Housing Authority, by providing loans to preserve or expand multi-family rental housing. In the area of new development, the City often receives voluntary developer paid contributions of cash or units in order to provide new affordable rental or ownership units.

The number of housing units in Alexandria is 72,129, which includes 21,906 single-family units, 17,956 condominium units, and 31,697 rental apartments. According to the U.S. Census Bureau (2005), approximately 43 percent of housing units are owned and 57 percent are rented.

## RECREATION AND PARKS

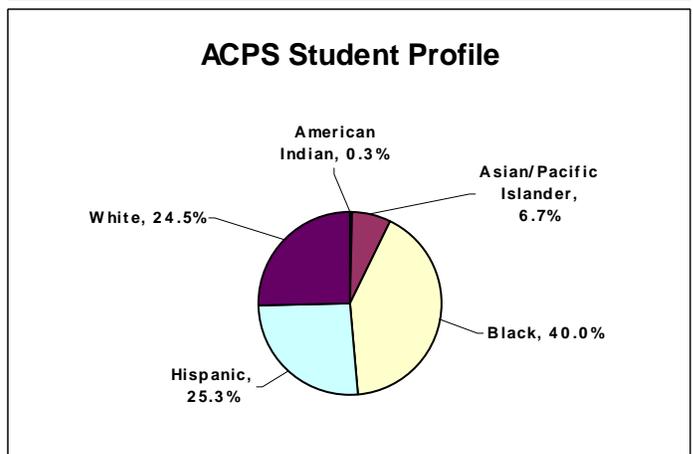
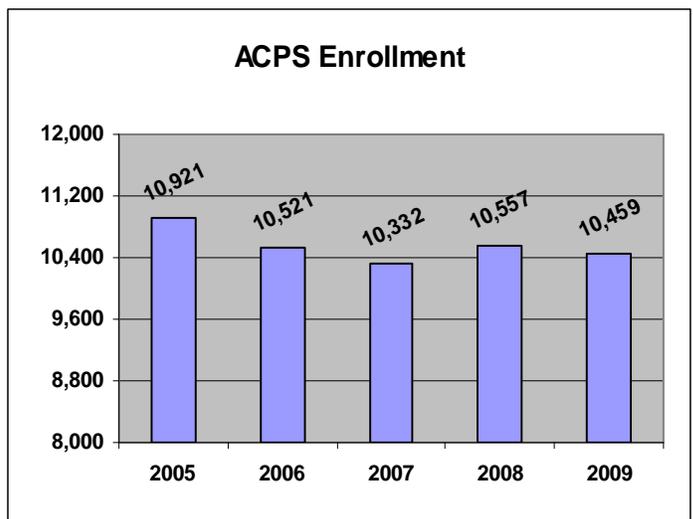
The City of Alexandria contains 964.6 acres of public parks and open space, resulting in a per capita total of about 7 acres per 1,000 residents.

There are 46 playground areas, 7 swimming pools, 16 gymnasiums, 25 outdoor basketball courts, 39 tennis courts, and 56 athletic fields.

In recent years the City has adopted an Open Space Plan and has been actively acquiring property for new or expanded parks, as well as regaining open space as an element of new development projects.

## EDUCATION

The Alexandria City Public School System provides elementary and secondary education for the City's youth. It currently has one high school, one ninth grade school, one Alternative high school, two middle schools, and 13 elementary schools. The number of students expected for the 2008-2009 school year is 10,459, which represents a gradual decline in public school membership since 2005.



There are a number of institutions of higher education in Alexandria. These include: Northern Virginia Community College, Strayer University, Virginia Tech, George Washington University and the Episcopal Theological Seminary.

## TRANSPORTATION

The City has an extensive transportation system in place. Passenger rail service is provided by Amtrak and the Virginia Railway Express (VRE). There is also an extensive public transportation system, which includes Alexandria's local bus system (DASH), one regional Metro bus system, the Fairfax County REX service and Metrorail subway service (4 stations and 2 lines).



Domestic and international air service is provided by Ronald Reagan National Airport, just 5 minutes away from downtown Alexandria, Dulles International Airport, located 33 miles away from the City, and Baltimore / Washington International airport, located 38.5 miles away. All major domestic and international carriers service these airports.

City residents have easy access to anywhere in the Washington, D.C. Metro area via the Capital Beltway (I-495), Interstates 66, 95, & 395, U.S. Route 1, and State Routes 7, 236, 241, and 401.

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## Glossary

ACPMT: Alexandria Community Policy and Management Team, an interagency body approved by City Council in November, 1992 to implement and locally administer the Commonwealth of Virginia's Comprehensive Services Act for At-Risk Youth and Families in Alexandria.

ACTIVITY: A significant element of an agency's program responsibilities. One or more activities constitute a program. Activities may encompass several related service delivery or support components.

ACTUAL: Monies which have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

ADA: Americans with Disabilities Act

ADEA: Age Discrimination in Employment Act.

ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS): A client-server based multi-agency computer system serving the criminal justice and public safety agencies in the City.

ALLOCATION: A dedication of a portion of governmental resources, within appropriated amounts, to a specific project or for a specific activity. In the context of the City's Capital Improvement Program, City Council grants authorization for capital projects through approval of an allocation for a particular project through the City's monthly capital allocation.

APPROPRIATION: An authorization made by City Council that permits City agencies to incur obligations against, and to make expenditures of, governmental resources in fixed amounts for a one year period.

ASSESSMENT: Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction and financing of a local improvement such as street paving, sidewalks and sewers.

ASSESSED VALUE: The fair market value placed on personal and real property owned by taxpayers, as determined by the City's Finance Department (for personal property) or the Department of Real Estate Assessments (for real property).

BFAAC: Alexandria's Budget & Fiscal Affairs Advisory Committee.

BPOL: Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon those doing business or engaging in a profession, trade, or occupation in the City.

BOND - GENERAL OBLIGATION: A type of security sold to finance capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City through its taxing authority.

**BUDGET:** A plan of financial operation comprised of an estimate of approved expenditures for a fiscal year and the approved means of financing those expenditures in accordance with adopted policy.

**BUDGET CALENDAR:** The schedule of key dates which a government follows in the preparation and adoption of the budget.

**BUDGET ORDINANCE:** The legal means to amend the budget through recognizing revenue increases or decreases; transferring funding from one department to another, or from an existing capital project to a new capital project; decreasing funding of a fund or department; or providing supplemental funding to a fund or department or for the establishment of a new capital project. The City Council adopts or declines all budget ordinances.

**BUDGET REVIEW PROCESS:** The evaluation of a proposed budget's content and purpose by public hearing and comment, followed by reconsideration by the City Manager and City Council, prior to final budget approval.

**CAPITAL BUDGET:** Monies appropriated for the first year of the Capital Improvement Program.

**CAPITAL GOODS:** Long-lived assets that have a useful life of two or more years, can be identified permanently as a separate item, and cost over \$10,000.

**CAPITAL IMPROVEMENT PROGRAM (CIP):** A six-year plan of proposed capital expenditures for long term improvements to the City's public facilities and public works as well as School capital projects.

**CAPITAL PROJECT:** A public improvement project undertaken as part of the Capital Improvement Program.

**CAPITAL PROJECT EXPENDITURE:** An expenditure of more than \$10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, painting, minor (less than \$10,000) carpentry, electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

**CASH BASIS ACCOUNTING:** The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

**CASH CAPITAL FUNDING:** Monies appropriated for capital projects from the current operating budget.

**CITY DEPARTMENTS - DEPARTMENT, PROGRAM, ACTIVITY:** An entity with specific goals to fulfill. The City government is divided into Departments, Departments into Programs and into Activities, each with more specific goals and measures.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG):** A general purpose federal grant primarily used by the City to facilitate the production and preservation of low- and moderate-income housing.

**COMPENSATION PHILOSOPHY:** A policy document approved by City Council on May 27, 1997, which establishes policies and practices regarding the compensation of City employees that are under the jurisdiction of the City Manager. The Compensation Philosophy addresses the establishment of fixed pay steps, which supercede the minimum-maximum (min-max) salary schedule formerly in effect; defines the City's comparative labor market, which includes the counties of Prince William, Prince George's, Montgomery, Arlington and Fairfax; and establishes policies regarding career ladder development, education and tuition assistance and employee incentive awards. For more information, please refer to the Compensation Philosophy, which is published in Appendix A of the budget document.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** Annual audited results of the City's financial position and activity.

**CONSTITUTIONAL OFFICERS:** Elected officials who are authorized by the Constitution of Virginia to head City departments, such as the Sheriff and Commonwealth's Attorney.

**CONSUMER PRICE INDEX (CPI):** A measure commonly used to indicate the rate of inflation, as calculated by the United States Bureau of Labor Statistics.

**CONTINGENT RESERVES:** An amount of money included within the total General Fund budget that is set aside to provide City Council with some degree of expenditure flexibility should unforeseen events occur during the fiscal year. Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to transfer these monies to other accounts. A transfer of monies from the contingent reserves account does not result in an increase in the total General Fund budget.

**CPI:** Consumer Price Index published monthly by the U.S. Department of Labor. The CPI-U is an index of prices for urban areas and a separate index, the CPI-U-DC is published for the Washington Metropolitan Area.

**DASH:** Logo referring to the Alexandria Transit Company's (ATC) local bus service. ATC is a non-profit corporation wholly-owned by the City.

**DELIVERED SERVICES:** Services that are provided to individuals, at the premise they occupy, by a City agency.

**DEBT SERVICE:** The amount of interest and principal that the City must pay on its debt.

**DISTINGUISHED BUDGET PRESENTATION AWARD:** The Distinguished Budget Presentation Award is designed and awarded by the Government Finance Officers Association to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

**DOCKET:** An agenda of business matters for discussion and consideration by City Council at its various meetings; or, in the context of court proceedings, a list of legal causes to be tried or registering legal actions, such as judgments and liens.

**ENCUMBRANCE:** An accounting reservation of funds representing a legal commitment to pay for future goods and services.

**ENTERPRISE FUND:** Allows for separate accountability of certain operations within the City of Alexandria which are financed similar to private businesses.

**EQUIPMENT REPLACEMENT INTERNAL SERVICES FUND:** A self-replenishing fund that is used to account for equipment depreciation charges against user departments and associated expenditures to replace equipment (such as vehicles and computers).

**EXPENDITURE:** Actual outlay of monies for goods and services.

**EXPENSES:** Expenditures and other obligations (e.g., encumbrances) to expend monies for goods and services.

**FISCAL YEAR (FY):** A twelve-month financial operating period. The City's fiscal year begins on July 1 and ends on June 30 of the following year. Fiscal years are named for the calendar year in which they end; FY 2009 begins on July 1, 2008, and ends on June 30, 2009.

**FRINGE BENEFITS:** Job-related benefits, such as pension, paid vacation and holidays, and insurance, which are included in an employee's compensation package.

**FULL-TIME EQUIVALENT (FTE):** A measure for calculating personnel staffing, computed by equating 2,080 hours of work per year (2,912 for firefighters) with 1 full-time equivalent position.

**FULL ACCRUAL BASIS ACCOUNTING:** A method of accounting for revenues and expenses when earned or incurred instead of when cash is received or spent. Accrual Basis of Accounting can be done on a Full or Modified Basis. All funds within the City (General Fund, Special Revenue, Capital Projects and agency funds) use the Modified Accrual method of accounting.

**FULL-TIME POSITION:** A position regularly scheduled to work 40 hours per week, or 2,080 hours per year (2,912 for firefighters).

**FUND:** A separate self-balancing accounting unit with its own specific revenues and expenditures, assets and liabilities. Each fund in the City's accounting structure has been established to segregate a particular set of fiscal activities. Separate funds that have been established by the City include the General Fund, which is used to account for general operating expenditures; Special Revenue Funds, used to account for resources restricted to expenditures for specified current operating purposes; Enterprise Funds, used to account for operations that are financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; and the Equipment Replacement Internal Services Fund, used to account for depreciation charges against departments and associated expenditures to replace equipment.

**FUND BALANCE:** In the context of the City's budget discussions, Fund Balance generally refers to the undesignated General Fund Balance, which is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures, or "surplus", that is available for appropriation by City Council, and that has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

**GASB:** The Governmental Accounting Standards Board which is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

**GENERAL FUND:** The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund.

**GFOA:** Government Finance Officers Association of the United States and Canada. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

**GIS:** Geographic Information System.

**GOALS:** Within the City's Performance Measurement processes, goals are broad statements of program and activity impacts or desirable outcomes. They are not necessarily quantified and may describe long-term aims.

**GRANTS:** A transfer of State or federal monies to the City, usually for specific programs or activities.

**HB 599:** This stands for House Bill 599 and refers to a program initiated by the Virginia General Assembly in 1979 that assists localities with funding for law enforcement needs. Funding received from this source is reflected in the General Fund, under Intergovernmental Revenues.

**ITSC:** Information Technology Steering Committee.

**INTERGOVERNMENTAL REVENUE:** Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

**INTERNAL SERVICES FUND:** A self-balancing set of accounts established to account for goods or services provided by one City department or agency for another City department or agency.

**LIABILITY INSURANCE:** Protection against risk of financial loss due to a civil wrong that results in property damage or bodily injury.

**MANAGER'S MESSAGE:** Written explanation of the budget and the City's financial plan and priorities presented by the City Manager to City Council.

**MANAGING FOR RESULTS INITIATIVE:** A City-wide management initiative implemented by the City Manager to increase government transparency and improve resource planning. The elements of MFRI are activity-based budgeting (presenting and managing costs at a lower level), performance measurement (tracking and reporting results), and business planning (developing interdepartmental plans for achieving the City's short- and long-term strategic goals). The MFRI began in FY 2007 and these three elements continue to be implemented and refined in FY 2008 and FY 2009.

**MARKET RATE ADJUSTMENT:** An increase in salaries to offset the adverse effect of inflation on compensation.

**MODIFIED ACCRUAL ACCOUNTING:** A basis of accounting in which revenues are recognized in the period in which they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forth-five days of the fiscal year-end. Levies made prior to the fiscal year-end but which are not available are deferred. Interest income is recorded as earned. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

**NON-PASS THROUGH MONIES:** Monies from sources outside the City that are paid directly to an agency or vendor and are not reflected in the City's financial records.

**NON-PERSONNEL SERVICES:** Expenditures relating to the cost of purchasing specific goods or services required for the operation of City agencies and departments.

**NVTA:** Northern Virginia Transportation Authority, the regional authority created by the Commonwealth of Virginia to provide regional transportation planning and enable NVTA member jurisdictions to realize additional revenues for transportation initiatives.

**OBJECTIVES:** Within the City's Performance Measurement processes, objectives are the specific, measurable steps required to achieve the goals established for City programs. Achievement of an objective may be determined by one or more indicators and measures.

**ORDINANCE:** A statute or law which sets out general laws. Ordinances require public hearings before they may be adopted.

**OVERHIRES:** Positions authorized by the City Manager to be filled as a result of (1) the availability of special revenue sources for time-limited special projects or activities; (2) needs arising that require an immediate, temporary response sometimes prior to the next budget cycle; and (3) positions needed to maintain a necessary level of actual, on-board on-duty staff due to expected turnover (such as sworn police and fire suppression staff).

**PART-TIME POSITION:** A position regularly scheduled to work no more than 39 hours per week. Part-time positions that are regularly scheduled to work 10 to 39 hours per week are considered regular part-time positions and receive limited benefits.

**PERFORMANCE INDICATORS:** Within the City's Performance Measurement processes, measures are used to assess the level of achievement by the organization towards an objective. The family of indicators and measures includes inputs, outputs, efficiency, service quality and outcomes.

**PERSONAL PROPERTY TAX:** A City tax levied on motor vehicles and boats, based on published listings of values, and on machinery and tools, based on a percentage of the item's original cost.

**PERSONNEL SERVICES:** Expenditures relating directly to the costs of compensating City employees; these include both wages and fringe benefits.

**PROGRAM:** An organized set of activities directed toward a common purpose or goal.

**PURCHASED SERVICES:** Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

**RECLASSIFICATION:** An administrative review process by which a City position is re-evaluated to determine if it has been appropriately classified under the City's personnel classification system.

**RESOLUTION:** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance.

**REVENUES:** Monies received or collected by the City through taxation, grants, fees, fines, charges and investments.

**SPECIAL REVENUE FUND:** Accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants).

**TAX BASE:** All forms of property wealth under the City's jurisdiction that are taxable.

**VACANCY RATE/SAVINGS:** Percentage and amount by which a department's personnel services budget is reduced in anticipation of a reduction in expenditures attributable to employee turnover and unfilled positions.

**WMATA:** Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems.

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# Legislative References

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Relevant Budget Legislative References.....	23-2
Debt Ratio Policies.....	23-5
Ordinance 4291 (BFAAC).....	23-9
Resolution 2256 (Establishing the Processes to be Used to Plan and Adopt Operating Budgets and Capital Improvement Programs).....	23-12
Resolution 2257 (Setting Guidance to FY 2009 Budget Preparation).....	23-17

## Relevant Budget Legislative References

### State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

### City Charter

#### General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.07: The City Manager may at any time transfer any unencumbered appropriation or portion thereof within the accounts of an office, department or agency. The City Council when advised of the details by the City Manager may, by duly docketed resolution, transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another.

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.

Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

### **Responsibility of the City Manager for the Budget:**

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Sec. 6.04: The general budget shall contain:

(a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;

(b) An estimate of receipts from current ad\_valorem taxes on real estate and personal property, and from all other sources;

(c) A statement of debt service requirements;

(d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,

(e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

Sec. 6.07: At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the proposed budget.

Sec. 6.14: The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

### **Responsibility of the City Council for the Budget:**

Sec. 6.09: At the meeting of the City Council at which the budget and budget message are submitted, the council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

Sec. 6.10: All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

Sec. 6.11: After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

Sec. 6.12: The budget shall be adopted by the votes of at least a majority of Council not later than the 27<sup>th</sup> day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

Sec. 6.13: An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

Sec. 6.14: The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

Sec. 6.15: The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

Debt Ratio Policies  
Debt Related Financial Policies

City Council passed a set of debt-related financial policies on June 9, 1987. During FY 1998, the Budget and Fiscal Affairs Advisory Committee (BFAAC), a City Council appointed citizen committee, analyzed these debt-related financial policies, examined the City's financial condition in comparison to other jurisdictions with superior credit ratings (other double-triple A rated jurisdictions). The BFAAC and the City Manager recommended that City Council reaffirm the updated debt-related financial policies, incorporating BFAAC's recommended updates to the policies to establish a consistent set of appropriate relationships between debt targets and limits. Because three of the six debt indicators measure the debt capacity of the City in relation to the size of the City and its economy, BFAAC recommended that these indicators should not produce debt capacity limits that vary greatly from each other.

City Council reaffirmed its commitment to sound financial management and adopted the updated debt-related financial policies on December 9, 1997. City Council amended the policies on October 26, 1999, to allow priority consideration for an increase in the designation of fund balance for capital project funding.

These updated policies are as follows:

Debt as a Percentage of Fair Market Real Property Value  
Target = 1.1 percent; Limit = 1.6 percent

This ratio indicates the relationship between the City's debt and the full value of real property in the City as assessed annually at fair market value. It is an important indicator of the City's ability to repay debt because real property taxes are the primary source of the City's revenues used to repay debt. A small ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations.

Debt Per Capita as a Percentage of Per Capita Income  
Target = 2.25 percent; Limit = 3.25 percent

This percentage is a measure of the capacity of citizens to finance tax-supported debt. A lower percentage means that taxes required to repay debt represent a smaller portion of the average citizen's income.

Debt Per Capita  
Target = An amount equal to 2.25 percent of per capita income  
Limit = An amount equal to 3.25 percent of per capita income

This ratio indicates the per capita debt burden and is a general indicator of the City's debt burden. A smaller ratio indicates a lighter burden. The debt per capita target is set on sliding scale so that growth in per capita income allows a gradual and equivalent increase in debt per capita.

Debt Service as a Percentage of General Government Expenditures  
Target = 8.0 percent; Limit = 10 percent

This ratio is a measure of the City's ability to repay debt without hampering other City services. A small ratio indicates a lesser burden on the City's operating budget.

Unreserved General Fund Balance as a Percentage of General Fund Revenue  
Target = Not applicable; Limit = 10 percent

Undesignated General Fund Balance as a Percentage of General Fund Revenue  
Target = 5.5 percent; Limit = 4.0 percent

Unrestricted Net Assets as a Percentage of General Revenues  
Target = 5.5 percent; Limit = 4.0 percent

These ratios indicate the ability of the City to cope with unexpected financial problems or emergencies. The Unreserved General Fund Balance represents the funds legally available to the City. It is desirable that the City maintain Unreserved General Fund Balance that is comparable to the ratio maintained by other double triple A rated jurisdictions, but not to fall below the limit of 10 percent. The Undesignated General Fund Balance corresponds to the checkbook balance of the City. Both balances are important to consider. The unreserved balance includes designations that the City Council has made but presumably could change.

Net assets corresponds to stockholders' equity for publicly traded companies. The larger the undesignated General Fund Balance or unrestricted net assets, the greater the City's ability to cope with financial emergencies and fluctuations in revenue cycles.

The ratios for undesignated general fund balance and unrestricted net assets are calculated after adjusting for the effect of subsequent year's expenditures, and funding for future equipment replacement and capital projects, grants and contributions restricted to specific programs, and extraordinary and special items.

The City will not issue tax or revenue anticipation notes to fund ongoing governmental operations. The City of Alexandria will manage its cash in a fashion that will prevent any borrowing to meet working capital needs.

The City will not issue bond anticipation notes (BAN's) for a period of longer than two years. If the City issues a BAN for a capital project, the BAN will be converted to a long-term bond or redeemed at its expiration, but will not be rolled over.

The City will continue to rely on current revenue, including its fund balance, to finance its short-lived and maintenance-oriented capital improvements. The City believes in funding a significant portion of capital improvements on a pay as you go basis; therefore, the City will continue to finance short-lived and maintenance oriented capital improvements with current revenues, and its fund balance. The priority to consider when additional General Fund revenues become available at the end of the fiscal year would be a designation within the General Fund fund balance for pay as you go capital.

The City will not establish a trend of using General Fund equity to finance current recurring operations. The City's General Fund equity has been built over the years to provide the City with sufficient working capital and to enable it to finance equipment replacement, capital projects, and unforeseen emergencies without borrowing. To conserve the General Fund equity balance and to avoid reliance on this balance, the City will not finance recurring operations from the General Fund equity balance for periods longer than two years as confirmed by the audited financial statements. If the audited financial statements confirm that recurring operations have been funded from the General Fund equity balance for a period longer than two consecutive fiscal years, then the City will adopt in its next ensuing budget a balanced budget in which the operating revenues meet the operating expenditures without any consideration of the General Fund equity balance.

The City will annually prepare a six-year capital improvement program. In accordance with the City Charter and in order to meet the debt ratio targets, to schedule debt issuance, and to systematically improve the capital structure, each year the City will prepare and adopt a six-year capital improvement program. This capital improvement program will identify the source of funding for all capital projects. The debt issuances that are a part of the capital improvement program will be structured to meet the City's debt policies and debt ratio targets.

The City Manager will prepare each year and submit a set of six-year scenarios of possible future revenues and expenditures that match the six year Capital Improvement Program time horizon with the proposed budget to be considered by the City Council. Those scenarios will be updated to reflect the decisions of the City Council and issued with the approved budget. In order to improve financial planning and decisions, the City Manager also will annually prepare with the approved budget a set of six-year scenarios of possible future General Fund revenues and expenditures and their effects on the debt-related financial policy ratios outlined above, including the effect of planned borrowing under the approved CIP.

In accordance with the Government Finance Officers Association budget review requirements, this table, taken from the City's FY 2007 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia  
Computation of Legal Debt Margin  
as of June 30, 2007

Assessed Value of Real property, January 1, 2007	\$34,243,031,000
Debt Limit: 10 Percent of Assessed Value	3,424,303,100
Amount of Debt Applicable to Debt Limit:	
General Obligation Bonds	<u>\$278,525,000</u>
 Total General Obligation Debt	 <u>(278,525,000)</u>
 LEGAL DEBT MARGIN	 \$ 3,145,778,100

## Limitations on the Incurrence of General Obligation Debt:

There is no requirement in the Virginia Constitution, the Virginia Statutes or in the Charter of the City of Alexandria that the issuance of general obligation bonds of the City be subject to approval of the electors of the City at referendum.

Under the City Charter, the City Council has full authority to authorize and issue general obligation bonds. The authorizing procedure consists of the passage on first reading of an ordinance authorizing the issuance of the bonds followed by a notice of public hearing at a subsequent meeting and the final passage on second reading following the public hearing.

The only constitutional limitation on the issuance of general obligation bonds is contained in Article VII, Section 10 of the Virginia Constitution, which states that:

No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment for taxes.

City Ordinances and Resolutions

**Ordinance 4291 - Adopted February 22, 2003,<sup>1</sup>  
Establishing the Budget and Fiscal Affairs Advisory Committee**

AN ORDINANCE to amend Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS), of Title 2 (GENERAL GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended, by adding thereto a new Article R (BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE).

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

Section 1. That Chapter 4 of Title 2 of The Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same is hereby, amended by adding thereto a new Article R to read as follows:

ARTICLE R

Budget and Fiscal Affairs Advisory Committee

Sec. 2-4-130 Creation, composition, organization and term.

(a) The Budget and Fiscal Affairs Advisory Committee initially established by Resolution No. 1464, is hereby established by ordinance and designated as a standing committee known as the Budget and Fiscal Affairs Advisory Committee.

(b) The members of the committee shall be appointed by the City Council as follows:

- (1) seven members, one each of whom shall be designated by the mayor and members of city council;
- (2) three members appointed at-large in accordance with the provisions of section 2-4-7 of this code;
- (3) one member designated by the Alexandria School Board; and
- (4) two members designated by the Alexandria Chamber of Commerce.

(c) The members designated by the mayor and members of city council, the school board, or the chamber of commerce shall serve at the pleasure of the mayor, member of council, school board or chamber of commerce designating such person, and any vacancies in such positions shall be filled in the same manner as the original appointment. Members appointed at large shall serve for a term of two years, and vacancies and reappointments shall be handled in the manner prescribed in section 2-4-7 of this code.

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<sup>1</sup>The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representative of the Chamber of Commerce to the committee. Resolution 1129 has been replaced by Ordinance 4291 as a result of Council action on February 22, 2003.

(d) All members of the committee shall:

- (1) by virtue of their education and employment in the public or private sector, have demonstrated competence in one or more of the following areas: accounting, financial analysis, budget and fiscal management, public finance, or urban economics;
- (2) be residents of and residing in the City of Alexandria at the time of appointment and continue to do so during the term of their appointment. The provisions of section 2-4-7(d) notwithstanding, this provision may not be waived; and
- (3) not be (i) a member of any other board or commission having one or more members appointed by the city council, or (ii) an employee of the city, the school board, the Alexandria Chamber of Commerce, or any agency of any such entity or organization.
- (4) declare to the committee their position as an officer or director of any entity or organization, and abstain from discussing, participating or voting on any matter before the committee, that directly relates to any appropriation or grant made or awarded by or through the city to the entity or organization of which the member is an officer or director.

Sec. 2-4-131 Functions, powers and duties; staff assistance.

(a) The functions, powers and duties of the committee shall be to advise and support the city council as to:

- (1) an examination of the city's budget procedures and process and ways of improving such procedures and process, including participation by the public therein;
- (2) the forecasting of future revenue and expenditure requirements and the effect on the several taxes and fees levied by the city and burden of taxation imposed on Alexandria citizens and business organizations;
- (3) an evaluation of the comparative tax, revenue and expenditure levels in Alexandria with those in neighboring jurisdictions and the effect of such differences on the ability of Alexandria to attract new residents and economic development; and
- (4) such other tasks as may be requested by the city council.

(b) Except as expressly provided in this article, the committee may adopt rules and regulations in regard to procedure and other matters for the conduct of its business, so long as the same are not inconsistent with the city code, including, but not limited to, the establishment of committees through which it may carry on its functions, duties and purpose.

(c) Subject to the availability of funds and staff, and recognizing that the city manager must give priority attention to requests from the city council, the city manager is authorized to provide such staff or other assistance to the committee as requested, and to make such information available to the committee as is available to the public generally.

Section 2. That no provision of this ordinance shall be deemed to affect the appointments or terms of the members of the Budget and Fiscal Affairs Advisory Committee in office on the effective date hereof.

Section 3. That Resolution No. 1464 be, and the same hereby is, rescinded.

Section 4. That this ordinance shall become effective upon the date and at the time of its final passage.

Resolution No. 2256

**Budget Resolution Establishing the Processes To Be Used To Plan For and to Adopt  
Operating Budgets and Capital Improvement Programs**

**WHEREAS**, the Alexandria City Council wishes to establish specific policies to guide upcoming budget deliberations to ensure responsible actions with current economic resources; and

**WHEREAS**, resolutions No. 2008, 2150, and 2166 and previously adopted by City Council have now expired; and

**WHEREAS**, City Council believes there should be more flexibility in diversifying the sources of revenue available to fund the General Fund Operating Budget; and

**WHEREAS**, City Council's deliberations on the budget each and every year reflect a balancing of the needs of the community, with the community's ability to afford services to meet those needs; and

**WHEREAS**, the City Council is committed to continue performing fully its obligations to provide the core services expected of a municipal government and to continue to provide quality services and facilities for the residents and businesses of Alexandria; and

**WHEREAS**, residential real estate taxes have borne an increasing share of the burden of paying for City and School services; and

**WHEREAS**, the City Council is committed to managing the growth of City General Fund operating and capital expenditures in order to help address the issue of increased residential real estate taxes; and

**WHEREAS**, the City Council is committed to assisting Alexandria City Public Schools in achieving its mission and being among the best in Northern Virginia; and

**WHEREAS**, the City Council is committed to maintaining a fair, reasonable and competitive compensation plan for City and School employees; and

**WHEREAS**, the City Council is committed to continuously improving City government effectiveness and efficiency, and expects the City Manager and City staff to focus on managing for results, and

**WHEREAS**, the City Council is committed to maintaining its top AAA/Aaa credit ratings; and

**WHEREAS**, the City Council desires to achieve the vision and strategic goals and objectives outlined in the City Council's adopted Strategic Plan; and

**WHEREAS**, sufficient time for the budget process is necessary for the City Council and the community to deliberate on the various issues raised given the budget's complexity and importance;

**NOW, THEREFORE, BE IT RESOLVED** by the Council of the City of Alexandria, Virginia, that the Council shall, for the purposes of consideration of the Budget for the City of Alexandria, repeal Resolution 2205, adopt this resolution in lieu thereof, and adhere to the following rules of procedure:

Section (a) The Timing of the Setting of Budget Guidance by City Council and the City Manager's Budget Submission to City Council

(1) That the City Manager shall plan and prepare the proposed Operating Budget and proposed six year Capital Improvement Program and that such preparations shall include, but not be limited to, requests for City departments to identify efficiencies, low priority programs not crucial to achieving City Council strategic objectives, potential discretionary supplemental increases crucial to achieving City Council's strategic objectives, and potential City-wide process changes that would be beneficial to City operations and to the public.

(2) That the City Manager shall present to City Council in time for the fall Council Retreat a preliminary forecast and outlook for (a) revenues (including the outlook for real estate assessments), (b) expenditures necessary to maintain appropriate services and policies (including in the City in the City Manager's forecast of cash capital and debt service costs related to the most recently approved Capital Improvement Program and estimates of the cost of an appropriate cost-of-living adjustment for City and School staff), (c) the outlook for additional requests for City operating needs in the upcoming fiscal year and succeeding 5 fiscal years, (d) the outlook for Federal and State grants and the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

(3) That the Alexandria City School System shall separately present to City Council, but in a format coordinated with the City Manager, its preliminary forecast and outlook for (a) expenditures necessary to maintain appropriate services and policies, (b) the outlook for additional requests for Schools operating in the upcoming fiscal year and capital needs through the upcoming fiscal year and the succeeding five years, (c) the outlook for Federal and State grants, and (d) the outlook for the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

(4) That as part of its fall Retreat, City Council will consider this information and any other relevant information available to it at that time from the efforts described above, including citizen input to be provided by a public hearing on the upcoming budget to be conducted prior to City Council's fall Retreat.

(5) That City Council shall, as a result of information available to it at the Retreat, direct that the City Manager prepare a budget resolution to be adopted by City Council to guide the preparation of the upcoming Operating Budget and next Capital Improvement Program and that such a resolution would contain (a) a maximum real estate tax rate (b) a maximum target for City General Fund expenditures (including any market rate adjustment (MRA) for City staff and cash capital and debt service), and (c) a target for a budget transfer to the Alexandria City Public Schools (including the cost of any MRA for School staff). The City Manager must include this amount in the proposed budget to be submitted in accordance with section 9 below.

(6) City Council shall establish for the City Manager and the Schools what preliminary minimum percentage MRA should be included in the guidance established in sections 5(a), 5(b) and 5(c) above.

(7) That City Council plans to adopt such a budget resolution during the month of November.

(8) That the Board of the Alexandria City Schools is requested to approve an Operating Budget and Capital Improvement Program by no later than January 31, prior to the upcoming fiscal year. Such budget, if it shall exceed the Council approved budget guidance for the Operating Budget transfer given to the Alexandria City Schools, shall clearly identify what operating programs and activities would be funded if additional funding were provided above that guidance.

(9) That the City Manager shall submit a proposed Operating Budget and Capital Improvement Program to the City Council no later than the first legislative meeting in February, that does not exceed the guidance for the rate of change in the real estate tax rate, and the guidance for General Fund expenditures established by City Council. Such budget shall clearly identify what operating program and activities and capital projects would be recommended if additional funding were provided, and/or what other tax rate and fee changes could be enacted with whatever additional revenues might be available above the revenues needed to meet the expenditure guidance and still provide a structurally sound budget, including a proposed real estate tax rate necessary for financing the budget provided for that rate, as well as provide tax, fee and other revenue options necessary for financing the budget, as appropriate, so long as the real estate tax rate proposed does not exceed that allowable under section 5(a) above.

(10) That the City Manager shall endeavor to produce a budget that substitutes other taxes, fines, fees and charges for real estate taxes, as well as reductions in programs and activities through efficiencies and reduced service levels in order to balance the budget as required by section 6.05 of the City Code. To the extent that the City Manager deems additional expenditures in excess of those included in the proposed budget within the guidance provided by section 5(a) of the resolution, but within the guidance provided by sections 5(b) and (c) of this resolution, the City Manager shall separately specify as a recommended "add" to the proposed budget the additional recommended expenditures by program and activity and the reasons therefore, and the required real estate tax rate necessary to balance the budget.

(11) The City Manager may recommend, and Council may adopt, a different percentage MRA in his proposed budget than that established by City Council under section 6 above, but such a recommendation shall not change the guidance established by sections 5(a), (b) and (c) above. The proposed Operating Budget shall include as a line item of expenditure (instead of as a designation of fund balances) the cost of any other market-based salary adjustments proposed to maintain the City's ability to attract and retain any class or classes of employee. The City Manager may separately list all or a portion of the minimum market rate adjustment as one of those additional expenditures that would need to be added to the proposed budget to be paid for by an increase in the real estate tax rate under section 10 above. If that expenditure is so listed it would also reduce the Schools target specified in section 5(c) above by the amount of the minimum market rate adjustment for Schools employees.

(12) That City Council shall consider these recommendations and endeavor to enact an Operating Budget and Capital Improvement Program that balances the needs of the community with the community's ability to afford services to meet those needs.

Section (b) Proposed Budget for the City of Alexandria –

(1) For purposes of this resolution, the proposed budget of revenue rates and expenditure levels for the fiscal year shall be that proposed by the City Manager.

(2) For purposes of this resolution, the Office of Management and Budget shall provide revenue and/or expenditure projections for any motion or amendment that could affect the proposed budget specified in Section (b) (1).

Section (c) Maximum Expenditure Levels May Not Exceed Sum of Projected Revenue and Appropriation from Undesignated Fund Balance in Proposed Budget

(1) It shall not be in order in the Alexandria City Council to consider any motion or amendment to the proposed budget of the City of Alexandria if such motion or amendment would have the effect of increasing any specific budget outlays above the level of such outlays contained in the proposed budget specified in Section (b) of this resolution, or would have the effect of reducing any specific revenues below the level contained in the proposed budget specified in Section (b) of this resolution, unless such motion or amendment makes at least an equivalent reduction in other specific budget outlays, identifies an equivalent increase in other specific revenues, or an equivalent combination thereof.

(2) In the Alexandria City Council, any appropriation from the Undesignated Fund Balance or any like account beyond that proposed in the Manager's proposed budget shall require an affirmative vote of five Council Members.

(3) In the event that the City Manager recommends final revenue adjustments that result in a net increase or net decrease from the revenue estimates specified in section (b) of this resolution, the net change in the revenue estimate shall be reflected as a change in the proposed appropriation from the Undesignated Fund Balance. As specified in Section c (2), any appropriation from the Undesignated Fund Balance beyond that proposed in the Manager's proposed budget, including the net effect of final revenue adjustments, shall require an affirmative vote of five Council Members.

(4) It shall not be in order for any member of the Alexandria City Council to initiate any amendment to the proposed budget of the City of Alexandria which would increase any specific budget outlay by more than \$50,000, unless written public notice of the member's intent to offer such an amendment, and a general description of the proposed amendment, is given to the City Manager and City Clerk at least one week prior to the spring budget public hearing.



## Resolution No. 2257

### Budget Resolution Setting Guidance for FY 2009 General Fund Operating Budget

**WHEREAS**, the City Council of Alexandria passed Resolution 2256 on November 27, 2007, that established the process to be used for formulating the budget during the remaining term of this Council and requires that City Council set budget guidance for the City Manager and the School Board for the FY 2009 budget;

**WHEREAS**, the City Council held a public hearing on the FY 2009 budget on October 13, 2007; and

**WHEREAS**, the City Manager and the Alexandria City Public Schools Superintendent have presented to City Council at its October 27, 2007, retreat their preliminary forecasts of revenues, expenditures and capital needs; and

**WHEREAS**, the City Council's deliberations on the budget each and every year reflect a balancing of the needs of the community, with the community's ability to afford services to meet those needs; and

**WHEREAS**, the City Council is committed to continue performing fully its obligations to provide the core services expected of a municipal government and to continue to provide quality services and facilities for the residents and businesses of Alexandria; and

**WHEREAS**, residential real estate taxes have borne an increasing share of the burden of paying for City and School services; and

**WHEREAS**, the City Council is committed to managing the growth of City General Fund operating and capital expenditures in order to help address the issue of increased residential real estate taxes; and

**WHEREAS**, the City Council is committed to exploring all possible non-real estate tax revenue options in order to minimize the impact of rising municipal costs on homeowner real estate taxes; and

**WHEREAS**, the City Council is committed to assisting Alexandria City Public Schools in achieving its mission and being among the best in Northern Virginia; and

**WHEREAS**, the City Council is committed to maintaining a fair, reasonable and competitive compensation plan for City and School Employees; and

**WHEREAS**, the City Council is committed to continuously improving City government effectiveness and efficiency, and expects the City Manager and City staff to focus on managing for results; and

**WHEREAS**, the City Council is committed to maintaining its top AAA/Aaa credit ratings; and

**WHEREAS**, sufficient time for the budget process is necessary for the City Council and the community to deliberate on the various issues raised given the budget's complexity and importance;

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF ALEXANDRIA:**

1. **In the Initial Budget Proposal Keep the Existing Real Property Tax Rate:**  
That the City Manager shall submit a proposed FY 2009 Operating Budget and Capital Improvement Program to the City Council no later than February 12, 2008, that contains a proposed real estate tax rate of \$0.83 cents per \$100 assessed valuation.
2. **Seek Out Alternative Revenue and Efficiency Options Prior to Consideration of Increase in Real Property Tax Rates:** That the City Manager shall endeavor to produce a budget that substitutes other taxes, fines, fees and charges for real estate taxes, as well as reductions in programs and activities through efficiencies and reduced service levels, in order to balance the budget as required by section 6.05 of the City Code. To the extent that the City Manager deems additional expenditures in excess of those included in the proposed budget within the guidance provided by section 1 of this resolution, but within the guidance provided by sections 3 and 4 of this resolution, the City Manager shall separately specify as a recommended "add" to the proposed budget the additional recommended expenditures by program and activity and the reasons therefore, and the required real estate tax rate necessary to balance the budget.
3. **Hold City Budget Growth to Five Percent:** That the City Manager's proposed FY 2009 Operating Budget shall not exceed \$377.2 million for General Fund expenditures (5% growth over the previous year's budget). The guidance includes the cost of whatever market rate adjustment is to be provided to City employees. This guidance does not include the operating budget transfer to the Alexandria City Public Schools.
4. **Hold School Transfer Growth to Five Percent:** That the School Board of the Alexandria City Public Schools is requested to approve a FY 2009 Operating Budget and Capital Improvement Program by no later than January 31, 2008. Such budget shall seek not to exceed a target of \$168.2 million for the operating budget (5% growth over the previous year's budget) transfer provided to the Alexandria City Public Schools. This guidance includes the cost of whatever market rate adjustment is to be provided to Schools employees. Such budget, if it shall exceed the Council approved budget guidance for the Operating Budget transfer, shall (as specified in section (8) of Resolution 2256) clearly identify what operating programs and activities would be funded if additional funding were provided above that target. The City Manager must include this guidance amount in the proposed budget to be submitted on February 12, 2008.



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# City of Alexandria Compensation Philosophy

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The City of Alexandria's Compensation Philosophy was recommended by the Council Committee on the Watson Wyatt Report during the FY 1998 budget deliberations. The final Compensation Philosophy was adopted by City Council on May 27, 1997. The City is currently reviewing the employee compensation philosophy as part of a consultant study of employee classification and pay systems and is likely to revise the current philosophy during FY 2009.

## Overview

The statement of compensation philosophy is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect City employee compensation. It is designed to reflect the important role that public employees play in the delivery of services and programs to this community; the fair and equitable treatment of all employees, regardless of race, gender, or disability; and adherence to EEO/AA goals. In addition, this philosophy establishes the commitment and necessity to maintain comparability with jurisdictions who are most likely to affect recruitment and retention of employees.

## Competitiveness and Comparability

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain and motivate qualified employees. To that end, the following principles govern compensation programs:

- Pay programs are intended to be competitive at a minimum with the minimum, mid-point and maximum salaries, with emphasis on the mid-point, of comparator organizations in the primary labor market. The primary labor market is currently defined as the Washington Metropolitan area Counties of Arlington, Fairfax, Prince William, Montgomery and Prince George's.
- The City Manager may recommend that other comparators should be used (e.g., Commonwealth of Virginia, agencies of the Federal government, or private sector employers or industry groups) where information from the primary labor market is considered insufficient to attract and retain specific positions or classification groups.
- The City will use benchmark jobs to obtain information on minimum, mid-point and maximum salary for an assessment of pay competitiveness through reliably published compensation survey data.
- At least every five years, the City Manager will request the Personnel Department to conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action, if needed, to bring any classes or classification series into competitive alignment and/or to address employee retention and turnover as needed. At any time the City Manager determines that any job classification needs to be reviewed more frequently than once every five years, necessary action may be taken to address the market position of such job.
- If a mid-point salary analysis shows that a position falls below market averages to the extent that attracting and retaining qualified employees may be jeopardized, the City Manager will propose action necessary to align the class with the competitive labor market for implementation at the next fiscal year or sooner, if financially feasible.

# City of Alexandria Compensation Philosophy

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## General Salary Adjustments

Annually, the City Manager will recommend a budget for general salary adjustments that is based upon:

- Overall competitive posture of the organization.
- Cost-of-living changes, as determined by the CPI-U-DC (Consumer Price Index-Urban-for the Washington Metropolitan Area, published bi-monthly by the U.S. Department of Labor, Bureau of Labor Statistics).
- Comparator organizations in the primary labor market.
- Financial affordability.

## Pay Scales

The City Manager will promulgate four pay scales that include steps, one for general City employees, and one each for Police, Fire and Sheriff. The pay scales will provide information on salary increases within a particular grade that an employee may expect from year-to-year if performing satisfactorily.

For all employees, the percentage increases in the salary schedule from year-to-year will not be the same amount every year in a particular grade, but will have some variability to reflect length of service and base salaries. To attract and retain employees in the early years of service, while base salaries are still relatively low, the percentage increase may be higher than for more senior employees, who are performing satisfactorily, and gaining more experience and providing even greater value to the City, but have a higher base salary. However, in all cases, employees will know the number of years necessary to reach maximum pay in a particular grade, performance expectations to advance in-grade, and career development opportunities to advance to another grade.

The specific pay scales will be competitive with the minimum, mid-point and maximum salaries for the primary labor market, and will be adjusted whenever necessary to maintain market competitiveness.

## Pay Scale Progression

Salary increases from the pay scale are a function of satisfactory performance and are based on merit. All employees should be made aware that such increases are a recognition of performance that meets or exceeds expectations. Performance standards and supervisory evaluations should stress that merit increases are **not** automatic.

## Career Development Increases

The City Manager will direct the Personnel Department to develop a structure to provide salary increases to recognize the attainment of career levels and developmental milestones that assure that the City's career positions are paid comparably with those in the primary labor market. Such a structure enables existing employees in career ladder programs within the City to receive pay increases in addition to merit, and enables the City to target its pay to those employees who grow in skill and capability to meet increased job responsibilities.

# City of Alexandria Compensation Philosophy

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## Education and Tuition Assistance

An objective in the compensation philosophy is to encourage and support advanced study, education and degree attainment for job-related courses and programs. The City Manager will direct the Personnel Department to prepare and disseminate procedures for applying for and receiving education and tuition assistance, including the academic grades or measures necessary for an employee to be reimbursed and the type of course work that is authorized.

## Incentives

It is also the intent of the compensation philosophy to provide significant financial incentives for extraordinary and exemplary performance in two categories. First, with the recommendation of the City Manager and the approval of the City Council, an employee may be given a taxable cash award ranging from \$1,000 to \$10,000. Such awards are to be given only in those instances where performance or contributions are deemed unique, truly extraordinary, and significantly beneficial to the City.

Second, there should be a program for rewarding employees at any time who demonstrate exemplary performance significantly beyond the job expectations. Taxable cash awards in this category may be given to a maximum of \$500, with typical awards being between \$100 and \$250. The City Manager should recommend a specific budget allocation to be made available for awards in this category, with procedures for determining selection of incentive awards.

In either category, these awards are one-time cash awards and should not be considered increases in base salary or benefits.

## Exceptions

Nothing in this compensation philosophy statement should be construed as a required benefit in the event that the City experiences a decline in revenue or revenue growth lower than the projected increase in expenses. "Revenue" is currently defined as the two largest components of operating revenue: the real property tax base and the projected total personal property tax base.

Effective July 1, 2008 - June 30, 2009

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	****	****	****	****	****	26,680	27,613	28,580	29,580	30,615	31,320	32,040	32,777	33,531	34,302	35,091	1
2	****	****	****	****	26,932	27,875	28,850	29,860	30,905	31,987	32,722	33,475	34,245	35,033	35,838	36,663	2
3	****	****	****	26,840	28,182	29,168	30,189	31,246	32,339	33,471	34,241	35,029	35,834	36,659	37,502	38,364	3
4	****	****	26,743	28,080	29,484	30,516	31,584	32,689	33,833	35,018	35,823	36,647	37,490	38,352	39,234	40,137	4
5	****	26,642	27,974	29,373	30,842	31,921	33,038	34,195	35,391	36,630	37,473	38,334	39,216	40,118	41,041	41,985	5
6	26,536	27,862	29,255	30,718	32,254	33,383	34,551	35,761	37,012	38,308	39,189	40,090	41,012	41,956	42,921	43,908	6
7	27,771	29,159	30,617	32,148	33,756	34,937	36,160	37,426	38,735	40,091	41,013	41,957	42,922	43,909	44,919	45,952	7
8	29,067	30,520	32,046	33,648	35,331	36,567	37,847	39,172	40,543	41,962	42,927	43,914	44,924	45,957	47,014	48,096	8
9	30,524	32,050	33,653	35,335	37,102	38,401	39,745	41,136	42,576	44,066	45,079	46,116	47,177	48,262	49,372	50,507	9
10	31,860	33,453	35,126	36,882	38,726	40,082	41,485	42,937	44,439	45,995	47,053	48,135	49,242	50,375	51,533	52,718	10
11	33,365	35,033	36,784	38,624	40,555	41,974	43,443	44,964	46,538	48,166	49,274	50,408	51,567	52,753	53,966	55,207	11
12	34,937	36,684	38,518	40,444	42,466	43,952	45,491	47,083	48,731	50,436	51,597	52,783	53,997	55,239	56,510	57,809	12
13	36,589	38,418	40,339	42,356	44,474	46,031	47,642	49,309	51,035	52,821	54,036	55,279	56,550	57,851	59,181	60,543	13
14	38,436	40,358	42,376	44,495	46,720	48,355	50,047	51,799	53,612	55,488	56,764	58,070	59,406	60,772	62,170	63,600	14
15	40,353	42,370	44,489	46,713	49,049	50,766	52,542	54,381	56,285	58,255	59,594	60,965	62,367	63,802	65,269	66,770	15
16	42,374	44,493	46,717	49,053	51,506	53,309	55,174	57,105	59,104	61,173	62,580	64,019	65,492	66,998	68,539	70,115	16
17	44,490	46,714	49,050	51,503	54,078	55,971	57,930	59,957	62,056	64,227	65,705	67,216	68,762	70,343	71,961	73,616	17
18	46,718	49,054	51,507	54,082	56,786	58,774	60,831	62,960	65,163	67,444	68,995	70,582	72,206	73,866	75,565	77,303	18
19	49,050	51,502	54,077	56,781	59,620	61,707	63,866	66,102	68,415	70,810	72,438	74,105	75,809	77,553	79,336	81,161	19
20	51,499	54,074	56,778	59,617	62,598	64,789	67,056	69,403	71,832	74,346	76,056	77,806	79,595	81,426	83,299	85,214	20
21	54,075	56,778	59,617	62,598	65,728	68,029	70,410	72,874	75,425	78,064	79,860	81,697	83,576	85,498	87,464	89,476	21
22	56,774	59,613	62,594	65,723	69,009	71,425	73,925	76,512	79,190	81,962	83,847	85,775	87,748	89,766	91,831	93,943	22
23	59,614	62,595	65,725	69,011	72,462	74,998	77,623	80,339	83,151	86,062	88,041	90,066	92,137	94,257	96,424	98,642	23
24	62,592	65,722	69,008	72,458	76,081	78,744	81,500	84,352	87,305	90,360	92,439	94,565	96,740	98,965	101,241	103,569	24
25	65,715	69,001	72,451	76,073	79,877	82,673	85,566	88,561	91,661	94,869	97,051	99,283	101,566	103,902	106,292	108,737	25
26	69,003	72,453	76,076	79,880	83,874	86,809	89,847	92,992	96,247	99,616	101,907	104,251	106,648	109,101	111,611	114,178	26
27	72,254	75,867	79,660	83,643	87,825	90,899	94,080	97,373	100,781	104,309	106,708	109,162	111,673	114,241	116,869	119,557	27
28	75,867	79,660	83,643	87,825	92,216	95,444	98,784	102,242	105,820	109,524	112,043	114,620	117,256	119,953	122,712	125,534	28
29	79,663	83,646	87,828	92,220	96,831	100,220	103,727	107,358	111,115	115,004	117,650	120,355	123,124	125,955	128,852	131,816	29
30	83,642	87,824	92,215	96,826	101,667	105,225	108,908	112,720	116,665	120,748	123,526	126,367	129,273	132,246	135,288	138,400	30
31	87,818	92,209	96,819	101,660	106,743	110,479	114,346	118,348	122,490	126,777	129,693	132,676	135,728	138,849	142,043	145,310	31
32	92,209	96,819	101,660	106,743	112,080	116,003	120,063	124,266	128,615	133,116	136,178	139,310	142,514	145,792	149,145	152,576	32
33	96,819	101,660	106,743	112,080	117,684	121,803	126,066	130,479	135,046	139,772	142,987	146,276	149,640	153,082	156,603	160,204	33
34	101,660	106,743	112,080	117,684	123,569	127,894	132,370	137,003	141,798	146,761	150,136	153,589	157,122	160,736	164,433	168,215	34
35	106,743	112,080	117,684	123,569	129,747	134,288	138,988	143,853	148,888	154,099	157,643	161,269	164,978	168,773	172,654	176,625	35

General Salary Schedule

Living Wage: City Council's Living Wage principles are applied to the General Salary scale for certain eligible positions . The Living Wage rate is adjusted annually and is \$12.75 per hour in FY 2008. The salary scale above notes the minimum salaries where the Living Wage rate has been established for eligible positions.

Effective July 1, 2008 - June 30, 2009

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	29,926	31,422	32,993	34,643	36,374	37,648	38,966	40,329	41,741	43,202	44,195	45,212	46,252	47,316	48,404	49,517	1
2	31,236	32,797	34,437	36,159	37,967	39,295	40,671	42,095	43,568	45,093	46,130	47,191	48,277	49,387	50,522	51,685	2
3	32,710	34,346	36,063	37,866	39,760	41,151	42,592	44,082	45,626	47,222	48,308	49,419	50,556	51,718	52,908	54,125	3
4	34,252	35,965	37,763	39,651	41,634	43,090	44,599	46,160	47,775	49,448	50,585	51,749	52,938	54,156	55,402	56,676	4
5	35,871	37,665	39,548	41,525	43,602	45,128	46,708	48,343	50,034	51,785	52,976	54,195	55,441	56,717	58,021	59,355	5
6	37,683	39,567	41,545	43,622	45,804	47,407	49,066	50,783	52,561	54,400	55,651	56,931	58,241	59,580	60,951	62,353	6
7	39,561	41,540	43,616	45,797	48,087	49,770	51,512	53,315	55,181	57,112	58,426	59,769	61,144	62,550	63,990	65,461	7
8	41,543	43,620	45,801	48,092	50,496	52,263	54,093	55,986	57,945	59,973	61,352	62,764	64,207	65,684	67,195	68,740	8
9	43,617	45,798	48,089	50,493	53,018	54,873	56,794	58,781	60,839	62,968	64,416	65,898	67,414	68,964	70,550	72,173	9
10	45,802	48,092	50,496	53,022	55,672	57,621	59,638	61,725	63,886	66,122	67,643	69,198	70,790	72,418	74,084	75,787	10
11	48,088	50,492	53,017	55,668	58,451	60,497	62,614	64,805	67,074	69,421	71,018	72,651	74,322	76,031	77,780	79,570	11
12	50,489	53,014	55,665	58,448	61,370	63,518	65,741	68,042	70,424	72,889	74,565	76,280	78,034	79,829	81,665	83,544	12
13	53,015	55,665	58,448	61,371	64,439	66,694	69,029	71,445	73,946	76,534	78,294	80,095	81,937	83,821	85,749	87,722	13
14	55,661	58,444	61,366	64,434	67,656	70,024	72,475	75,012	77,637	80,354	82,203	84,093	86,027	88,006	90,030	92,101	14
15	58,446	61,368	64,436	67,658	71,040	73,528	76,100	78,764	81,521	84,374	86,314	88,300	90,331	92,408	94,534	96,708	15
16	61,365	64,433	67,655	71,037	74,590	77,200	79,902	82,698	85,593	88,588	90,626	92,711	94,843	97,024	99,256	101,538	16
17	64,426	67,648	71,030	74,581	78,310	81,052	83,888	86,824	89,863	93,008	95,148	97,336	99,575	101,866	104,208	106,605	17
18	67,650	71,033	74,584	78,314	82,229	85,107	88,085	91,168	94,360	97,662	99,908	102,206	104,558	106,962	109,422	111,939	18
19	70,837	74,379	78,098	82,003	86,103	89,117	92,236	95,464	98,805	102,263	104,615	107,022	109,483	112,001	114,577	117,212	19
20	74,379	78,098	82,003	86,103	90,408	93,572	96,847	100,237	103,745	107,376	109,846	112,372	114,957	117,601	120,306	123,073	20
21	78,101	82,006	86,106	90,411	94,932	98,255	101,694	105,253	108,937	112,749	115,343	117,996	120,709	123,486	126,326	129,231	21
22	82,002	86,102	90,407	94,927	99,673	103,162	106,773	110,510	114,378	118,381	121,104	123,889	126,738	129,653	132,635	135,686	22

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Effective July 1, 2008 - June 30, 2009

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	29,926	31,422	32,993	34,643	36,374	37,648	38,966	40,329	41,741	43,202	44,195	45,212	46,252	47,316	48,404	49,517	1
2	31,236	32,797	34,437	36,159	37,967	39,295	40,671	42,095	43,568	45,093	46,130	47,191	48,277	49,387	50,522	51,685	2
3	32,710	34,346	36,063	37,866	39,760	41,151	42,592	44,082	45,626	47,222	48,308	49,419	50,556	51,718	52,908	54,125	3
4	34,252	35,965	37,763	39,651	41,634	43,090	44,599	46,160	47,775	49,448	50,585	51,749	52,938	54,156	55,402	56,676	4
5	35,871	37,665	39,548	41,525	43,602	45,128	46,708	48,343	50,034	51,785	52,976	54,195	55,441	56,717	58,021	59,355	5
6	37,683	39,567	41,545	43,622	45,804	47,407	49,066	50,783	52,561	54,400	55,651	56,931	58,241	59,580	60,951	62,353	6
7	39,561	41,540	43,616	45,797	48,087	49,770	51,512	53,315	55,181	57,112	58,426	59,769	61,144	62,550	63,990	65,461	7
8	41,543	43,620	45,801	48,092	50,496	52,263	54,093	55,986	57,945	59,973	61,352	62,764	64,207	65,684	67,195	68,740	8
9	43,617	45,798	48,089	50,493	53,018	54,873	56,794	58,781	60,839	62,968	64,416	65,898	67,414	68,964	70,550	72,173	9
10	45,802	48,092	50,496	53,022	55,672	57,621	59,638	61,725	63,886	66,122	67,643	69,198	70,790	72,418	74,084	75,787	10
11	48,088	50,492	53,017	55,668	58,451	60,497	62,614	64,805	67,074	69,421	71,018	72,651	74,322	76,031	77,780	79,570	11
12	50,489	53,014	55,665	58,448	61,370	63,518	65,741	68,042	70,424	72,889	74,565	76,280	78,034	79,829	81,665	83,544	12
13	53,015	55,665	58,448	61,371	64,439	66,694	69,029	71,445	73,946	76,534	78,294	80,095	81,937	83,821	85,749	87,722	13
14	55,661	58,444	61,366	64,434	67,656	70,024	72,475	75,012	77,637	80,354	82,203	84,093	86,027	88,006	90,030	92,101	14
15	58,446	61,368	64,436	67,658	71,040	73,528	76,100	78,764	81,521	84,374	86,314	88,300	90,331	92,408	94,534	96,708	15
16	61,365	64,433	67,655	71,037	74,590	77,200	79,902	82,698	85,593	88,588	90,626	92,711	94,843	97,024	99,256	101,538	16
17	64,426	67,648	71,030	74,581	78,310	81,052	83,888	86,824	89,863	93,008	95,148	97,336	99,575	101,866	104,208	106,605	17
18	67,650	71,033	74,584	78,314	82,229	85,107	88,085	91,168	94,360	97,662	99,908	102,206	104,558	106,962	109,422	111,939	18
19	70,837	74,379	78,098	82,003	86,103	89,117	92,236	95,464	98,805	102,263	104,615	107,022	109,483	112,001	114,577	117,212	19
20	74,379	78,098	82,003	86,103	90,408	93,572	96,847	100,237	103,745	107,376	109,846	112,372	114,957	117,601	120,306	123,073	20
21	78,101	82,006	86,106	90,411	94,932	98,255	101,694	105,253	108,937	112,749	115,343	117,996	120,709	123,486	126,326	129,231	21
22	82,002	86,102	90,407	94,927	99,673	103,162	106,773	110,510	114,378	118,381	121,104	123,889	126,738	129,653	132,635	135,686	22

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## Effective July 1, 2008 - June 30, 2009

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	29,926	31,422	32,993	34,643	36,374	37,648	38,966	40,329	41,741	43,202	44,195	45,212	46,252	47,316	48,404	49,517	1
2	31,236	32,797	34,437	36,159	37,967	39,295	40,671	42,095	43,568	45,093	46,130	47,191	48,277	49,387	50,522	51,685	2
3	32,710	34,346	36,063	37,866	39,760	41,151	42,592	44,082	45,626	47,222	48,308	49,419	50,556	51,718	52,908	54,125	3
4	34,252	35,965	37,763	39,651	41,634	43,090	44,599	46,160	47,775	49,448	50,585	51,749	52,938	54,156	55,402	56,676	4
5	35,871	37,665	39,548	41,525	43,602	45,128	46,708	48,343	50,034	51,785	52,976	54,195	55,441	56,717	58,021	59,355	5
6	37,683	39,567	41,545	43,622	45,804	47,407	49,066	50,783	52,561	54,400	55,651	56,931	58,241	59,580	60,951	62,353	6
7	39,561	41,540	43,616	45,797	48,087	49,770	51,512	53,315	55,181	57,112	58,426	59,769	61,144	62,550	63,990	65,461	7
8	41,543	43,620	45,801	48,092	50,496	52,263	54,093	55,986	57,945	59,973	61,352	62,764	64,207	65,684	67,195	68,740	8
9	43,617	45,798	48,089	50,493	53,018	54,873	56,794	58,781	60,839	62,968	64,416	65,898	67,414	68,964	70,550	72,173	9
10	45,802	48,092	50,496	53,022	55,672	57,621	59,638	61,725	63,886	66,122	67,643	69,198	70,790	72,418	74,084	75,787	10
11	48,088	50,492	53,017	55,668	58,451	60,497	62,614	64,805	67,074	69,421	71,018	72,651	74,322	76,031	77,780	79,570	11
12	50,489	53,014	55,665	58,448	61,370	63,518	65,741	68,042	70,424	72,889	74,565	76,280	78,034	79,829	81,665	83,544	12
13	53,015	55,665	58,448	61,371	64,439	66,694	69,029	71,445	73,946	76,534	78,294	80,095	81,937	83,821	85,749	87,722	13
14	55,661	58,444	61,366	64,434	67,656	70,024	72,475	75,012	77,637	80,354	82,203	84,093	86,027	88,006	90,030	92,101	14
15	58,446	61,368	64,436	67,658	71,040	73,528	76,100	78,764	81,521	84,374	86,314	88,300	90,331	92,408	94,534	96,708	15
16	61,365	64,433	67,655	71,037	74,590	77,200	79,902	82,698	85,593	88,588	90,626	92,711	94,843	97,024	99,256	101,538	16
17	64,426	67,648	71,030	74,581	78,310	81,052	83,888	86,824	89,863	93,008	95,148	97,336	99,575	101,866	104,208	106,605	17
18	67,650	71,033	74,584	78,314	82,229	85,107	88,085	91,168	94,360	97,662	99,908	102,206	104,558	106,962	109,422	111,939	18
19	70,837	74,379	78,098	82,003	86,103	89,117	92,236	95,464	98,805	102,263	104,615	107,022	109,483	112,001	114,577	117,212	19
20	74,379	78,098	82,003	86,103	90,408	93,572	96,847	100,237	103,745	107,376	109,846	112,372	114,957	117,601	120,306	123,073	20
21	78,101	82,006	86,106	90,411	94,932	98,255	101,694	105,253	108,937	112,749	115,343	117,996	120,709	123,486	126,326	129,231	21
22	82,002	86,102	90,407	94,927	99,673	103,162	106,773	110,510	114,378	118,381	121,104	123,889	126,738	129,653	132,635	135,686	22

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# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **PAY PLAN: Administratively Determined**

Admin. Aide/City Council	Administrative, Clerical and Office Services
Assistant Court Administrator	Legal, Paralegal and Kindred
City Attorney	Legal, Paralegal and Kindred
City Clerk and Clerk of Council	Administrative, Clerical and Office Services
City Manager	Policy Determining
Clerk of the Circuit Court	Legal, Paralegal and Kindred
Commonwealth's Attorney	Legal, Paralegal and Kindred
Council Member	Policy Determining
Court Administrator	Legal, Paralegal and Kindred
Deputy City Clerk	Administrative, Clerical and Office Services
Deputy Court Administrator	Legal, Paralegal and Kindred
Director/Public Health	Medical, Dental, Hospital and Public Health
Intern	Miscellaneous Occupations
Mayor	Policy Determining
Special City Architect	Engineering and Architecture
Vice Mayor	Policy Determining
Workshop Participant	Miscellaneous Occupations

### **GRADE : 01**

Clinical Psychologist Trainee      **SALARY:     \$26,680 to \$35,091**

Social Science and Welfare

### **GRADE : 02**

Clerk I	<b>SALARY:     \$26,932 to \$36,663</b> Administrative, Clerical and Office Services
Custodian	Equipment, Facilities and Services
Laborer I	Equipment, Facilities and Services
Library Page	Library and Archives
Locker Room Attendant	Equipment, Facilities and Services
Messenger	Administrative, Clerical and Office Services

### **GRADE : 03**

Assistant Registrar I	<b>SALARY:     \$26,840 to \$38,364</b> Miscellaneous Occupations
Delivery Clerk	Administrative, Clerical and Office Services
Driver	Equipment, Facilities and Services
Library Aide	Library and Archives
Refuse Collector	Equipment, Facilities and Services

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **GRADE : 04**

**SALARY: \$26,743 to \$40,137**

Apprentice Tree Trimmer

Equipment, Facilities and Services

Clerk II

Administrative, Clerical and Office Services

Clerk Typist I

Administrative, Clerical and Office Services

Motor Vehicle Operator

Equipment, Facilities and Services

Receptionist/Telephone Operator

Administrative, Clerical and Office Services

Records Center Clerk

Administrative, Clerical and Office Services

Traffic Services Worker I

Equipment, Facilities and Services

### **GRADE : 05**

**SALARY: \$26,642 to \$41,985**

Account Clerk I

Accounting, Budget and Finance

Assistant Registrar II

Miscellaneous Occupations

Automotive Parts Driver

Equipment, Facilities and Services

Data Entry Operator I

Automatic Data Processing

Laborer II

Equipment, Facilities, and Services

Mail Distribution/Duplication Clerk

Administrative, Clerical and Office Services

Program Aide I

Social Science and Welfare

Recreation Leader I

Recreation

School Crossing Guard

Public Safety and Education

Security Monitor

Public Safety and Education

### **GRADE : 06**

**SALARY: \$26,536 to \$43,908**

Clerk Typist II

Administrative, Clerical and Office Services

Cook

Equipment, Facilities and Services

Data Entry Operator II

Automatic Data Processing

Medical Records Assistant

Administrative, Clerical and Office Services

Personnel Clerk I

Personnel Management and Employee Relations

Property Clerk

Public Safety and Enforcement

Rod and Chain Operator

Engineering and Architecture

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **GRADE : 07**

**SALARY: \$27,771 to \$45,952**

Account Clerk II	Accounting, Budget and Finance
Assistant Food Services Specialist	Equipment, Facilities and Services
Automotive Services Worker	Equipment, Facilities and Services
Automotive Parts Specialist	Equipment, Facilities and Services
Bus Driver	Equipment, Facilities and Services
Case Aide	Social Science and Welfare
Clerk Typist III	Administrative, Clerical and Office Services
Equipment Operator I	Equipment, Facilities and Services
Library Assistant I	Library and Archives
Museum Aide I	Information and Arts
Pharmacy Assistant	Medical, Dental, Hospital and Public Health
Program Aide II	Social Science and Welfare
Records Clerk	Administrative, Clerical and Office Services
Supply Clerk	Procurement & Supply
Traffic Services Worker II	Equipment, Facilities and Services

### **GRADE : 08**

**SALARY: \$29,067 to \$48,096**

Building Services Assistant	Engineering and Architecture
Client Intake Services Worker	Administrative, Clerical and Office Services
Computer Operator I	Automatic Data Processing
Horticultural Assistant	Biological Sciences
Library Assistant II	Library and Archives
Maintenance Worker	Equipment, Facilities and Services
Personnel Clerk II	Personnel Management and Employee Relations
Parking Enforcement Officer I	Public Safety and Enforcement
Recreation Leader II	Recreation
Residential Detox Counselor I	Social Science and Welfare
Secretary I	Administrative, Clerical & Office Services
X-ray Technician	Medical, Dental, Hospital and Public Health
Youth Advisor	Social Science and Welfare

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **GRADE : 09**

**SALARY: \$30,524 to \$50,507**

Assistant Impounding Officer I	Public Safety and Enforcement
Assistant Registrar III	Miscellaneous Occupations
Communication Clerk/T &ES	Administrative, Clerical and Office Services
Coordinator/Fleet Maintenance	Equipment, Facilities and Services
Equipment Operator II	Equipment, Facilities and Services
Lab Aide	Medical, Dental, Hospital & Public Health
Laborer III	Equipment, Facilities and Services
Mental Health/Mental Retardation Tech I	Social Science and Welfare
Museum Aide II	Information and Arts
Museum Technician	Information and Arts
Planning Assistant I	Planning and Urban Development
Police Services Clerk	Public Safety and Enforcement
Public Health Nurse Aide	Medical, Dental, Hospital & Public Health
Sign Fabricator	Equipment, Facilities and Services
Supervisory Custodian	Equipment, Facilities and Services

### **GRADE : 10**

**SALARY: \$31,860 to \$52,718**

Account Clerk III	Accounting, Budget and Finance
Computer Operator II	Automatic Data Processing
Dental Assistant	Medical, Dental, Hospital & Public Health
Equipment Maintenance Specialist	Equipment, Facilities and Services
Horticultural Specialist I	Biological Sciences
Legal Secretary I	Administrative, Clerical and Office Services
Library Assistant III	Library and Archives
Licensed Practical Nurse	Medical, Dental, Hospital and Public Health
Medical Records Technician	Administrative, Clerical and Office Services
Offset Press Operator I	Equipment, Facilities and Services
Parking Enforcement Officer II	Public Safety and Enforcement
Recreation Leader III	Recreation
Sanitation Inspector	Public Safety and Enforcement
Secretary II	Administrative, Clerical and Office Services
Supervisory Bus Driver	Equipment, Facilities and Services
Supervisor/Shelter	Social Science and Welfare
Traffic Services Worker III	Equipment, Facilities and Services
Transit Services Assistant	Transportation and Environmental Services

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **GRADE : 11**

**SALARY: \$33,365 to \$55,207**

Administrative Technician	Administrative, Clerical and Office Services
Assistant Impounding Officer II	Public Safety and Enforcement
Carpenter	Equipment, Facilities and Services
Coordinator/Building Services I	Equipment, Facilities and Services
Crime Prevention Technician	Public Safety and Enforcement
Customer Service Technician	Administrative, Clerical and Office Services
Eligibility Worker I	Social Science and Welfare
Engineering Aide I	Engineering and Architecture
Fire Training Assistant	Personnel Management and Employee Relations
Heavy Equipment Operator	Equipment, Facilities and Services
Library Associate I	Library and Archives
Management Information Clerk	Automatic Data Processing
Mental Health/Mental Retardation Tech II	Social Science and Welfare
Personnel Assistant	Personnel Management and Employee Relations
Pharmacy Technician	Medical, Dental, Hospital and Public Health
Planning Assistant II	Planning and Urban Development
Parking Enforcement Officer III	Public Safety and Enforcement
Purchasing Technician	Procurement and Supply
Residential Counselor	Social Science and Welfare
Residential Detox Counselor II	Social Science and Welfare
Revenue Collection Specialist I	Business and Industry
Tree Trimmer	Equipment, Facilities and Services

### **GRADE : 12**

**SALARY: \$34,937 to \$57,809**

Account Clerk IV	Accounting, Budget and Finance
Apprentice Mechanic	Equipment, Facilities and Services
Assistant Dockmaster	Business and Industry
Computer Operator III	Automatic Data Processing
Community Services Specialist I	Social Science and Welfare
Coordinator/Building Services II	Equipment, Facilities and Services
ITS Scheduler/Operations Librarian	Automatic Data Processing
Offset Press Operator II	Equipment, Facilities and Services
Park Facilities Specialist	Equipment, Facilities and Services
Planning Technician	Planning and Urban Development
Police Driving Instructor	Public Safety and Enforcement

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **GRADE : 12**

Rehabilitation Vocational Counselor I  
 Secretary III  
 Special Police Officer  
 Supervisory Account Clerk  
 Supervisory/School Crossing Guard  
 Therapeutic Recreation Leader  
 Traffic Signal Repair Technician

### **SALARY: \$34,937 to \$57,809**

Social Science and Welfare  
 Administrative, Clerical and Office Services  
 Public Safety and Enforcement  
 Accounting, Budget and Finance  
 Public Safety and Enforcement  
 Medical, Dental, Hospital and Public Health  
 Equipment, Facilities and Services

### **GRADE : 13**

Administrative Assistant  
 Assessment Records Specialist  
 Building Systems Technician  
 Caseworker  
 Code Enforcement Inspector I  
 Coordinator/Family Advocacy Project  
 Coordinator/Public Works Services  
 Curator I  
 Eligibility Worker II  
 Employment and Training Specialist  
 Engineering Aide II  
 Epidemiology Program Representative  
 Executive Secretary  
 Facilities Maintenance Specialist  
 Food Services Specialist  
 Impounding Officer  
 Legal Secretary II  
 Library Associate II  
 Personnel Technician  
 Real Estate Appraiser I  
 Recreation Leader IV  
 Relocation Advisor I  
 Revenue Collection Specialist II  
 Sewer Inspector (TV)  
 Supervisory Administrative Technician  
 Supervisory/Battered Women Shelter  
 Supervisor/Labor

### **SALARY: \$36,589 to \$60,543**

Administrative Clerical and Office Services  
 Business and Industry  
 Equipment, Facilities and Services  
 Social Science and Welfare  
 Engineering and Architecture  
 Social Science and Welfare  
 Equipment, Facilities and Services  
 Information and Arts  
 Social Science and Welfare  
 Social Science and Welfare  
 Engineering and Architecture  
 Medical, Dental, Hospital and Public Health  
 Administrative Clerical and Office Services  
 Equipment, Facilities and Services  
 Equipment, Facilities and Services  
 Public Safety and Enforcement  
 Administrative Clerical and Office Services  
 Library and Archives  
 Personnel Management and Employee Relations  
 Business and Industry  
 Recreation  
 Housing  
 Business and Industry  
 Equipment, Facilities and Services  
 Administrative, Clerical and Office Services  
 Social Science and Welfare  
 Equipment, Facilities and Services

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### GRADE : 13

Supervisory/Parking Enforcement Officer  
 Supervisor/Records  
 Supervisor/Recreation Leader I  
 Surveillance Officer  
 Survey Instrument Operator  
 Traffic Survey Technician  
 Victim-Witness Specialist I  
 Workplace Safety Specialist

**SALARY: \$36,589 to \$60,543**

Public Safety and Enforcement  
 Administrative, Clerical and Office Services  
 Recreation  
 Engineering and Architecture  
 Engineering and Architecture  
 Transportation and Environmental Services  
 Legal, Paralegal and Kindred  
 Business and Industry

### GRADE : 14

Accounting Technician  
 Assistant Superintendent/Solid Waste  
 Automotive Mechanic  
 Automotive Services Advisor  
 Code Enforcement Inspector II  
 Coordinator/Building Services III  
 Customer Support Engineer I  
 Emergency Communications Technician  
 Emergency Mgmt Outreach Specialist  
 Fleet Services Technician I  
 Horticultural Specialist II  
 Law Clerk  
 Law Clerk I  
 Museum Education Specialist  
 Outreach/Prevention Specialist  
 Senior Eligibility Worker  
 Senior Planning Technician  
 Senior Residential Counselor  
 Supervisory Cartographer  
 Supervisor Detox Center  
 Supervisor/Equipment Maintenance  
 Supervisor/Facilities Maintenance  
 Supervisor/Mail Distribution/Duplication  
 Supervisor/Maintenance Project  
 Supervisory Secretary III  
 Therapist I  
 Traffic Signal Repair Technician  
 Traffic Operations Technician

**SALARY: \$38,436 to \$63,600**

Accounting, Budget and Finance  
 Equipment, Facilities and Services  
 Equipment, Facilities and Services  
 Equipment, Facilities and Services  
 Engineering and Architecture  
 Equipment, Facilities and Services  
 Automatic Data Processing  
 Public Safety and Enforcement  
 Public Safety and Enforcement  
 Equipment, Facilities and Services  
 Biological Sciences  
 Legal, Paralegal and Kindred  
 Legal, Paralegal and Kindred  
 Information and Arts  
 Social Science and Welfare  
 Social Science and Welfare  
 Planning and Urban Development  
 Social Science and Welfare  
 Planning and Urban Development  
 Social Science and Welfare  
 Equipment, Facilities and Services  
 Equipment, Facilities and Services  
 Administrative, Clerical and Office Services  
 Equipment, Facilities and Services  
 Administrative, Clerical and Office Services  
 Social Science and Welfare  
 Equipment, Facilities and Services  
 Transportation and Environmental Services

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### GRADE : 14

Victim-Witness Specialist II  
 Volunteer Developer  
 Zoning Inspector

### SALARY: \$38,436 to \$63,600

Legal, Paralegal and Kindred  
 Social Science and Welfare  
 Planning and Urban Development

### GRADE : 15

Accountant I  
 Administrative Assistant/Mayor  
 Administrative Officer I  
 Assistant Director/ADHCC  
 Asst Superintendent/Construction & Maint  
 Assistant Superintendent/Transportation  
 Buyer I  
 Community Services Specialist II  
 Consumer & Citizens' Affairs Investigator  
 Contract Administrator  
 Contract Procurement Specialist  
 Coordinator/Employment Services  
 Coordinator/Youth Services  
 Eligibility Fraud Investigator  
 Fire Inspector I  
 Fiscal Analyst  
 Hack Inspector  
 Human Rights Investigator  
 Landscape Architect  
 Librarian I  
 Landlord/Tenant Investigator  
 Nutritionist  
 Police Personnel Recruiter  
 Police Range Officer  
 Polygraph Examiner  
 Public Information Specialist  
 Recycling Program Specialist  
 Research Historian  
 Safety Officer  
 Supervisory Administrative Assistant  
 Telecommunications Specialist

### SALARY: \$40,353 to \$66,770

Accounting, Budget and Finance  
 Administrative, Clerical and Office Services  
 Administrative, Clerical and Office Services  
 Social Science and Welfare  
 Equipment, Facilities and Services  
 Transportation and Environmental Services  
 Procurement and Supply  
 Social Science and Welfare  
 Business and Industry  
 Procurement and Supply  
 Business and Industry  
 Social Science and Welfare  
 Public Safety and Enforcement  
 Social Science and Welfare  
 Engineering and Architecture  
 Accounting, Budget and Finance  
 Public Safety and Enforcement  
 Legal, Paralegal and Kindred  
 Engineering and Architecture  
 Library and Archives  
 Housing  
 Medical, Dental, Hospital and Public Health  
 Personnel Management and Employee Relations  
 Public Safety and Enforcement  
 Public Safety and Enforcement  
 Information and Arts  
 Transportation and Environmental Services  
 Library and Archives  
 Business and Industry  
 Administrative, Clerical and Office Services  
 Equipment Facilities, and Services

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### GRADE : 15

T&ES Inspector I  
Traffic Computer Specialist  
Urban Planner I  
Vocational Services Specialist  
Youth Services Program Specialist

### SALARY: \$40,353 to \$66,770

Engineering and Architecture  
Automatic Data Processing  
Planning and Urban Development  
Social Science and Welfare  
Social Science and Welfare

### GRADE : 16

Assistant Superintendent/Parks & Facilities  
Assistant Superintendent/Tree Maint  
Automotive Parts Manager  
Behavior Management Specialist  
Coordinator/Employee Development Prgm  
Coordinator/Police Emergency Comm Trng  
Coordinator/Pool Site  
Customer Supporter Engineer II  
Deputy Registrar  
Fleet Services Specialist  
Fleet Services Technician II  
Health & Community Education Specialist  
Infant Development Specialist  
Latent Print Examiner  
Lease Management Assistant  
Management Analyst I  
Park Manager  
Personnel Analyst I  
Public Health Nurse I  
Registered Nurse  
Rehabilitation Vocational Counselor II  
Revenue Collection Specialist III  
Sanitarian I  
Supervisor/Therapeutic Rec Leader I  
Supervisor/Traffic Signal Repair  
Survey Party Chief  
T&ES Inspector II  
Therapeutic Recreation Specialist  
Therapist II  
Transit Specialist

### SALARY: \$42,374 to \$70,115

Equipment, Facilities and Services  
Equipment, Facilities and Services  
Equipment, Facilities and Services  
Social Science and Welfare  
Personnel Management & Employee Relations  
Public Safety and Enforcement  
Recreation  
Automatic Data Processing  
Miscellaneous Occupations  
Equipment, Facilities and Services  
Equipment, Facilities and Services  
Information and Arts  
Social Science and Welfare  
Public Safety and Enforcement  
Business and Industry  
Administrative, Clerical & Office Services  
Equipment, Facilities and Services  
Personnel Management and Employee Relations  
Medical, Dental, Hospital and Public Health  
Medical, Dental, Hospital and Public Health  
Social Science and Welfare  
Business and Industry  
Medical, Dental, Hospital and Public Health  
Medical, Dental, Hospital and Public Health  
Equipment, Facilities and Services  
Engineering and Architecture  
Engineering and Architecture  
Medical, Dental, Hospital and Public Health  
Social Science and Welfare  
Transportation and Environmental Services

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### GRADE : 17

**SALARY: \$44,490 to \$73,616**

Arborist	Biological Sciences
Audiologist	Medical, Dental, Hospital and Public Health
Civil Engineer I	Engineering and Architecture
Code Enforcement Inspector III	Engineering and Architecture
Coordinator/Jury	Legal, Paralegal and Kindred
Coordinator/Volunteer Services	Social Science and Welfare
Curator II	Information and Arts
Dockmaster	Business and Industry
Fire Inspector II	Engineering and Architecture
Fire Protection System Specialist	Engineering and Architecture
Inmate Classification Counselor	Public Safety and Enforcement
Internal Auditor I	Accounting, Budget and Finance
Law Clerk II	Legal, Paralegal and Kindred
Librarian II	Library and Archives
Maintenance and Renovation Specialist	Engineering and Architecture
Master Electrician	Equipment, Facilities and Services
Medical Laboratory Technician	Medical, Dental, Hospital and Public Health
Naturalist I	Biological Sciences
Police Personnel Specialist	Personnel Management and Employee Relations
Real Estate Appraiser II	Business and Industry
Relocation Advisor II	Housing
Revenue Collection Specialist IV	Business and Industry
Social Worker I	Social Science and Welfare
Supervisory Administrative Officer I	Administrative, Clerical and Office Services
Supervisory Emergency Comm Tech	Public Safety and Enforcement
Supervisor/Employment and Training	Social Science and Welfare
Supervisor/Horticulture	Biological Sciences
Supervisory Nutritionist	Medical, Dental, Hospital and Public Health
Supervisor/Recreation Leader II	Recreation
Supervisor/Technical	Equipment, Facilities and Services
Superintendent/Refuse Collection	Equipment, Facilities and Services
Superintendent/Refuse Disp & St Cleaning	Equipment, Facilities and Services

### GRADE : 18

**SALARY: \$46,718 to \$77,303**

Assistant Vocational Services Manager	Social Science and Welfare
Buyer II	Procurement and Supply
Computer Programmer	Automatic Data Processing

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **GRADE : 18**

**SALARY: \$46,718 to \$77,303**

Computer Systems Analyst I	Automatic Data Processing
Construction Field Representative	Engineering and Architecture
Coordinator/ASAP	Legal, Paralegal and Kindred
Coordinator I/Community Svc Programs	Social Science and Welfare
Coordinator I /Rehabilitation Loan	Housing
Coordinator/Special Services	Recreation
Customer Support Engineer III	Automatic Date Processing
Law Librarian	Library and Archives
Network Engineer I	Automatic Data Processing
Pharmacist I	Medical, Dental, Hospital and Public Health
Plans Examiner	Engineering and Architecture
Senior Contract Administrator	Procurement and Supply
Supervisor/Fleet Services	Equipment, Facilities and Services
Supervisory Graphic Artist	Information and Arts
Supervisor/Personal Property Tax	Business and Industry
T&ES Inspector III	Engineering and Architecture
Transportation Information Specialist	Transportation and Environmental Services

### **GRADE : 19**

**SALARY: \$49,050 to \$81,161**

Accountant II	Accounting, Budget and Finance
Budget/Management Analyst I	Accounting, Budget and Finance
Communications Officer	Information and Arts
Computer Programmer/Analyst I	Automatic Data Processing
Computer Systems Analyst II	Automatic Data Processing
Coordinator/Assisted Residential Services	Social Science and Welfare
Coordinator/Housing Program	Housing
Coordinator/Vocational & Pre-vocational Svc's	Social Science and Welfare
Epidemiologist	Medical, Dental, Hospital and Public Health
Fiscal Officer I	Accounting, Budget and Finance
Housing Analyst	Housing
Land Survey Analyst	Engineering and Architecture
Librarian III	Library and Archives
Personnel Analyst II	Personnel Management and Employee Relations
Program Analyst	Administrative, Clerical and Office Services
Probation Officer	Public Safety and Enforcement
Public Health Nurse II	Medical, Dental, Hospital and Public Health

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### GRADE : 19

**SALARY: \$49,050 to \$81,161**

Public Safety Information Officer	Information and Arts
Quality Assurance Specialist	Social Science and Welfare
Real Estate Officer	Housing
Records Administrator/Archivist	Administrative, Clerical and Office Services
Records Manager	Administrative, Clerical and Office Services
Retirement Specialist	Personnel Management and Employee Relations
Revenue Collection Specialist V	Business and Industry
Sanitarian II	Medical, Dental, Hospital and Public Health
Supervisor Alex Community Corrections Prgm's	Public Safety and Enforcement
Supervisor/Code Enforcement Field	Information and Arts
Supervisor/Community Affairs	Information and Arts
Supervisor/Eligibility	Social Science and Welfare
Supervisor/Recreation Leader III	Recreation
Supervisory Registered Nurse	Medical, Dental, Hospital and Public Health
Superintendent/Parks & Facilities Maintenance	Equipment, Facilities and Services
Superintendent/Transportation	Transportation and Environmental Services
Urban Planner II	Planning and Urban Development

### GRADE : 20

**SALARY: \$51,499 to \$85,214**

Administrative Officer II	Administrative, Clerical and Office Services
Archaeologist	Information and Arts
City Arborist	Biological Sciences
Civil Engineer II	Engineering and Architecture
Computer Systems Analyst III	Automatic Data Processing
Coordinator/Community and Family Advocacy	Social Science and Welfare
Coordinator/Emergency Planning	Public Safety and Enforcement
Coordinator/Grants	Accounting, Budget and Finance
Coordinator/Information Technology Services	Automatic Data Processing
Program Coordinator	Social Science and Welfare
Coordinator II /Rehabilitation Loan	Housing
Coordinator/Site Plan/Administrative Assistant	Planning and Urban Development
Coordinator/Telecommunications	Equipment, Facilities, and Services
Coordinator/Victim-Witness Assistance	Legal, Paralegal and Kindred
Director/Adult Day Services Center	Social Science and Welfare

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **GRADE : 20**

**SALARY: \$51,499 to \$85,214**

Early Childhood Dvlpmnt Training Specialist	Social Science and Welfare
Emergency Management Planner	Public Safety and Enforcement
Emergency Mgmt/Citizen Corporation Liaison	Public Safety and Enforcement
Fiscal Officer II	Accounting, Budget and Finance
Inmate Records/Classification Manager	Public Safety and Enforcement
Librarian IV	Library and Archives
Naturalist II	Biological Sciences
Network Engineer II	Automatic Data Processing
Nurse Practitioner	Medical, Dental, Hospital and Public Health
Personnel Analyst III	Personnel Management and Employee Relations
Psychiatric Nurse	Medical, Dental, Hospital and Public Health
Public Health Nurse III	Medical, Dental, Hospital and Public Health
Social Worker II	Social Science and Welfare
Space Planner	Planning and Urban Development
Senior Probation Officer	Public Safety and Enforcement
Senior Real Estate Appraiser	Business and Industry
Supervisory Admin Assistant to Counsel	Administrative, Clerical and Office Services
Supervisor/Electronic Publishing Office	Automatic Data Processing
Supervisor/Business and Professional License	Business and Industry
Supervisor/Fire Personnel	Personnel Management and Employee Relations
Supervisor/Identification	Public Safety and Enforcement
Supervisor/Police Personnel and Training	Personnel Management and Employee Relations
Supervisor/Recreation Leader IV	Recreation
Supervisor/Revenue	Business and Industry
Supervisor/Tax Services & Enforcement	Business and Industry
Supervisor/Therapeutic Recreation Leader II	Medical, Dental, Hospital and Public Health
Superintendent/Construction and Maintenance	Equipment, Facilities and Services
Systems Programmer Specialist	Automatic Data Processing
Transportation Planner	Transportation and Environmental Services

### **GRADE : 21**

**SALARY: \$54,075 to \$89,476**

Air Pollution Control Specialist	Transportation and Environmental Services
Architect	Engineering and Architecture
Assistant City Attorney I	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney I	Legal, Paralegal and Kindred

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **GRADE : 21**

**SALARY: \$54,075 to \$89,476**

Budget/Management Analyst II	Accounting, Budget and Finance
Buyer III	Procurement and Supply
Circuit Court Law Clerk	Legal, Paralegal and Kindred
Code Enforcement Engineer I	Engineering and Architecture
Computer Programmer/Analyst II	Automatic Data Processing
Coordinator II/Community Services Program	Social Science and Welfare
Coordinator/Fire Emergency Comm	Public Safety and Enforcement
Coordinator/Residential Services	Social Science and Welfare
Coordinator/T ransportation	T ransportation and Environmental Services
Director/Museum	Information and Arts
Division Chief/Communications	Equipment, Facilities and Services
Elections Administrator	Policy Determining
Librarian V	Library and Archives
Mechanical Engineer	Engineering and Architecture
Pharmacist II	Medical, Dental, Hospital and Public Health
Registrar	Policy Determining
Supervisor/Business Tax Audit	Business and Industry
Supervisor/Crime Analysis	Automatic Data Processing
Supervisor/Financial Reporting	Accounting, Budget and Finance
Supervisor/Fire Maintenance	Public Safety and Enforcement
Supervisor/Public Health Nurse	Medical, Dental, Hospital and Public Health
Supervisor/Recreation Leader V	Recreation
Supervisory/Sanitarian	Medical, Dental, Hospital and Public Health
Supervisor/Treasury	Accounting, Budget and Finance
T herapist III	Social Science and Welfare
Urban Designer	Planning and Urban Development
Urban Planner III	Planning and Urban Development
Water Quality Comp Specialist	T ransportation and Environmental Services

### **GRADE : 22**

**SALARY: \$56,774 to \$93,943**

Chief of Surveys	Engineering and Architecture
City Archaeologist	Information and Arts
Civil Engineer III	Engineering and Architecture
Code Enforcement Engineer II	Engineering and Architecture
Computer Systems Analyst IV	Automatic Data Processing

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **GRADE : 22**

**SALARY: \$56,774 to \$93,943**

Consumer Affairs Administrator	Business and Industry
Coordinator/Domestic Violence Program	Social Science and Welfare
Coordinator/Long-Term Care Services	Social Science and Welfare
Director/Alternative Programs	Public Safety and Enforcement
Director/Residential Programs	Social Science and Welfare
Division Chief/IT S Customer Services	Automatic Data Processing
Gang Prevention & Intervention Liaison	Social Science and Welfare
Human Services Program Administrator	Social Science and Welfare
Internal Auditor II	Accounting, Budget and Finance
Lotus Notes Support Engineer	Automatic Data Processing
Network Engineer III	Automatic Data Processing
Risk Manager	Business and Industry
Senior Circuit Court Law Clerk	Legal, Paralegal and Kindred
Supervisory Administrative Officer II	Administrative, Clerical and Office Services
Supervisor/Court Services I	Legal, Paralegal and Kindred
Supervisor/Laboratory	Medical, Dental, Hospital and Public Health
Supervisor/PIE Program	Social Science and Welfare
Supervisory Program Analyst	Administrative, Clerical and Office Services
Supervisory Social Worker	Social Science and Welfare
Supervisory Therapist	Social Science and Welfare
Traffic Signal Systems Engineer	Engineering and Architecture
Watershed Program Administrator	Engineering and Architecture

### **GRADE : 23**

**SALARY: \$59,614 to \$98,642**

Assistant to the City Manager	Administrative, Clerical and Office Services
Business Facilitator	Business and Industry
Clinical Psychologist I	Social Science and Welfare
Code Enforcement Engineer III	Engineering and Architecture
Computer Programmer/Analyst III	Automatic Data Processing
Day Support Services Coordinator	Social Science and Welfare
Database Administrator I	Automatic Data Processing
Energy Management Engineer	Engineering and Architecture
Radio System Manager	Public Safety and Enforcement
Supervisor/Clinical Substance Abuse Services	Social Science and Welfare
Supervisory Urban Planner	Planning and Urban Development
Web Architect	Automatic Data Processing

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

**GRADE : 24**

**SALARY: \$62,592 to \$103,569**

Assistant City Attorney II	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney II	Legal, Paralegal and Kindred
Budget/Management Analyst III	Accounting, Budget and Finance
Civil Engineer IV	Engineering and Architecture
Clinical Psychologist II	Social Science and Welfare
Computer Programmer/Analyst IV	Automatic Data Processing
Coordinator/CJIS	Automatic Data Processing
Coordinator/Emergency Management	Public Safety and Enforcement
Coordinator/Organizational Development	Policy Determining
Coordinator/Special Project/Recreation	Administrative, Clerical and Office Services
Database Administrator II	Automatic Data Processing
Director/Aging and Adult Services	Social Science and Welfare
Director/Alexandria Works!	Social Science and Welfare
Director/Office for Early Childhood Dvlpmnt	Social Science and Welfare
Director/Office of Community Services	Social Science and Welfare
Director/Office of Employment and Training	Social Science and Welfare
Director/Office on Youth	Social Science and Welfare
Division Chief/Administrative Services	Administrative, Clerical and Office Services
Division Chief/Capital Projects	Engineering and Architecture
Division Chief/Facilities Maintenance	Equipment, Facilities and Services
Division Chief/Fleet Services	Equipment, Facilities and Services
Division Chief/GIS	Planning and Urban Development
Division Chief/Housing Prgm Implementation	Housing
Division Chief/Housing Prgm Admin	Housing
Division Chief/Landlord-Tenant Relations	Housing
Division Chief/Maintenance	Equipment, Facilities and Services
Division Chief/Real Estate	Business and Industry
Division Chief/Solid Waste	Equipment, Facilities and Services
Division Chief/Special Events & CA	Recreation
Division Chief/Treasury	Accounting, Budget and Finance
Pension Administrator	Personnel Management and Employee Relations
Principal Planner	Planning and Urban Development
Supervisor/Chief of Eligibility	Social Science and Welfare
Supervisor/Court Services II	Legal, Paralegal and Kindred
Supervisor/Environmental Quality Program	Transportation and Environmental Services
Supervisor/Mental Health Team	Social Science and Welfare

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **GRADE : 25**

**SALARY: \$65,715 to \$108,737**

City Architect	Engineering and Architecture
Coordinator/Special Projects/Personnel Svc's	Personnel Management and Employee Relations
Director/Acute Care Emergency Svc's Division	Social Science and Welfare
Director/Community Support Program	Social Science and Welfare
Director/Outpatient Program/Mental Health	Social Science and Welfare
Director/Research and Evaluation	Social Science and Welfare
Division Chief/Construction	Engineering and Architecture
Division Chief/Design	Engineering and Architecture
Division Chief/Park Planning	Engineering and Architecture
Division Chief/Personnel Services	Personnel Management and Employee Relations
Division Chief/Planning & Zoning	Planning and Urban Development
Division Chief/Recreation	Recreation
Division Chief/Revenue Administration	Business and Industry
Division Chief/T transit Services	Transportation and Environmental Services
Division Chief/T ransportation	Transportation and Environmental Services
Fiscal Officer III	Accounting, Budget and Finance
Supervisor/Engineer	Engineering and Architecture
Supervisor/Extended Care Services	Social Science and Welfare

### **GRADE : 26**

**SALARY: \$69,003 to \$114,178**

Assistant City Attorney III	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney III	Legal, Paralegal and Kindred
Deputy Building Official	Engineering and Architecture
Deputy Director/General Services	Equipment, Facilities and Services
Deputy Director/Library	Library and Archives
Deputy Director/Office of Housing	Housing
Deputy Finance Director/Comptroller	Accounting, Budget and Finance
Director/Dental Services	Medical, Dental, Hospital and Public Health
Director/Nursing	Medical, Dental, Hospital and Public Health
Division Chief/Database Management	Automatic Data Processing
Division Chief/Network Services	Automatic Data Processing
Supervisor/Chief Social Worker	Social Science and Welfare

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### GRADE : 27

**SALARY: \$72,254 to \$119,557**

Associate Director/Acute & Emergency Svc's	Social Science and Welfare
Associate Director/Administrative Services	Administrative, Clerical and Office Services
Associate Director/Child Family & Prv Svc's	Social Science and Welfare
Associate Director/Extended Care Services	Social Science and Welfare
Assistant City Attorney IV	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney IV	Legal, Paralegal and Kindred
Deputy Director/Office of Code Enforcement	Engineering and Architecture
Deputy Director/Personnel Services	Personnel Management and Employee Relations
Deputy Director/Planning and Zoning	Planning and Urban Development
Deputy Director/Public Health	Administrative, Clerical and Office Services
Deputy Director/Real Estate Assessments	Business and Industry
Deputy Director/Recreation Services	Recreation
Dep Dir/Rec & Nat Resources & Cap Projects	Recreation
Deputy Director/Recreation/Prgm Operations	Recreation
Director/Court Services	Legal, Paralegal and Kindred
Director/Office on Human Rights	Legal, Paralegal and Kindred
Director/Office on Women	Social Science and Welfare
Division Chief/Applications	Automatic Data Processing
Division Chief/Environmental Health	Medical, Dental, Hospital and Public Health
Division Chief/Environmental Services	Transportation and Environmental Services
Division Chief/Network and Security Service	Automatic Data Processing
Legislative Director	Policy Determining
Purchasing Agent	Procurement and Supply
Special Assistant/City Manager	Policy Determining
Special Assistant/Parks and Recreation	Recreation

### GRADE : 28

**SALARY: \$75,867 to \$125,534**

Assistant City Attorney V	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney V	Legal, Paralegal and Kindred
Deputy Director/Human Services	Social Science and Welfare
Deputy Director/IT S	Automatic Data Processing
Deputy Director/T &ES Engineering	Engineering and Architecture
Deputy Director/T &ES Operations	Transportation and Environmental Services
Deputy Director/T &ES Transportation & Transit	Transportation and Environmental Services
Director/Division of Job Link	Social Science and Welfare
Director/Juvenile & Domestic Relations Court	Legal, Paralegal and Kindred
Director/Social Services Division	Social Science and Welfare

# General Schedule Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

### **GRADE : 29**

Clinical Psychiatrist

Deputy Commonwealth's Attorney

Director/Communications

Medical Supervisor

**SALARY: \$79,663 to \$131,816**

Medical, Dental, Hospital and Public Health

Legal, Paralegal and Kindred

Policy Determining

Medical, Dental, Hospital and Public Health

### **GRADE : 30**

Director/Finance

Director/General Services

Director/Library

Director/Management & Budget

Director/Office of Citizen Assistance

Director/Office of Code Enforcement

Director/Office of Historic Alexandria

Director/Office of Housing

Director/Personnel Services

Director/Real Estate Assessments

Director/Recreation, Parks & Cultural Activities

Senior Clinical Psychiatrist

**SALARY: \$83,642 to \$138,400**

Accounting, Budget and Finance

Equipment, Facilities, and Services

Library and Archives

Accounting, Budget and Finance

Policy Determining

Engineering and Architecture

Information and Arts

Housing

Personnel Management and Employee Relations

Business and Industry

Recreation

Medical, Dental, Hospital and Public Health

### **GRADE : 31**

Director/Human Services

Director/IT S

Director/MH, MR & SA

Director/Planning and Zoning

Director/T & ES

Fire Chief

Chief of Police

Sheriff

**SALARY: \$87,818 to \$145,310**

Social Science and Welfare

Automatic Data Processing

Social Science and Welfare

Planning and Urban Development

Transportation and Environmental Services

Public Safety and Enforcement

Public Safety and Enforcement

Public Safety and Enforcement

### **GRADE : 32**

Deputy City Manager

**SALARY: \$92,209 to \$152,576**

Policy Determining

### **GRADE : 33**

### **GRADE : 34**

### **GRADE : 35**

**SALARY: \$96,819 to \$160,204**

**SALARY: \$101,660 to \$168,215**

**SALARY: \$106,743 to \$176,625**

# Police Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

**GRADE : 09**

Police Officer I

Police Officer II

**SALARY: \$43,617 to \$72,173**

Public Safety and Enforcement

Public Safety and Enforcement

**GRADE : 11**

Police Officer III

**SALARY: \$48,088 to \$79,570**

Public Safety and Enforcement

**GRADE : 12**

Police Officer IV

**SALARY: \$50,489 to \$83,544**

Public Safety and Enforcement

**GRADE : 13**

Police Corporal

**SALARY: \$53,015 to \$87,722**

Public Safety and Enforcement

**GRADE : 14**

Police Sergeant

**SALARY: \$55,661 to \$92,101**

Public Safety and Enforcement

**GRADE : 16**

Police Lieutenant

**SALARY: \$61,365 to \$101,538**

Public Safety and Enforcement

**GRADE : 19**

Police Captain

**SALARY: \$70,837 to \$117,212**

Public Safety and Enforcement

**GRADE : 22**

Deputy Chief/Police

**SALARY: \$82,002 to \$135,686**

Public Safety and Enforcement

**NOTE: The Chief of Police position is reflected in the General Schedule Classification Plan. It should also be noted that this schedule does not reflect any possible changes as a result of a Benchmark Analysis with comparator jurisdictions currently being conducted.**

# Sheriff Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

**GRADE : 09**

Deputy Sheriff I

Deputy Sheriff II

**SALARY: \$43,617 to \$72,173**

Public Safety and Enforcement

Public Safety and Enforcement

**GRADE : 11**

Deputy Sheriff III

**SALARY: \$48,088 to \$79,570**

Public Safety and Enforcement

**GRADE : 12**

Deputy Sheriff IV

**SALARY: \$50,489 to \$83,544**

Public Safety and Enforcement

**GRADE : 14**

Deputy Sheriff/Sergeant

**SALARY: \$55,661 to \$92,101**

Public Safety and Enforcement

**GRADE : 16**

Deputy Sheriff/Lieutenant

**SALARY: \$61,365 to \$101,538**

Public Safety and Enforcement

**GRADE : 19**

Deputy Sheriff/Captain

**SALARY: \$70,837 to \$117,212**

Public Safety and Enforcement

**GRADE : 21**

Deputy Sheriff/Chief

**SALARY: \$78,101 to \$129,231**

Public Safety and Enforcement

**GRADE : 22**

Undersheriff

**SALARY: \$82,002 to \$135,686**

Public Safety and Enforcement

**NOTE: The Sheriff position is reflected in the General Schedule Classification Plan. It should also be noted that this schedule does not reflect any possible changes as a result of a Benchmark Analysis with comparator jurisdictions currently being conducted.**

# Fire Classification Plan

## JOB TITLE

## OCCUPATIONAL GROUP

**GRADE : 08**

Medic/Emergency Rescue Technician I

**SALARY: \$41,543 to \$68,740**

Medical, Dental, Hospital & Public Health

**GRADE : 09**

Fire Fighter I

**SALARY: \$43,617 to \$72,173**

Public Safety and Enforcement

**GRADE : 10**

Fire Fighter II

Medic/Emergency Rescue Technician II

**SALARY: \$45,802 to \$75,787**

Public Safety and Enforcement

Medical, Dental, Hospital & Public Health

**GRADE : 11**

Deputy Fire Marshal I

**SALARY: \$48,088 to \$79,570**

Public Safety and Enforcement

**GRADE : 13**

Deputy Fire Marshal II

**SALARY: \$53,015 to \$87,722**

Public Safety and Enforcement

**GRADE : 14**

Fire Lieutenant

Medic/Emergency Rescue Technician III

**SALARY: \$55,661 to \$92,101**

Public Safety and Enforcement

Medical, Dental, Hospital & Public Health

**GRADE : 15**

Deputy Fire Marshal III

**SALARY: \$58,446 to \$96,708**

Public Safety and Enforcement

**GRADE : 16**

Asst Fire Marshal

Fire Captain

**SALARY: \$61,365 to \$101,538**

Public Safety and Enforcement

Public Safety and Enforcement

**GRADE : 18**

Fire Marshal

**SALARY: \$67,650 to \$111,939**

Public Safety and Enforcement

**GRADE : 20**

Fire Battalion Chief

**SALARY: \$74,379 to \$123,073**

Public Safety and Enforcement

**GRADE : 22**

Asst Fire Chief

**SALARY: \$82,002 to \$135,686**

Public Safety and Enforcement

**NOTE: The Fire Chief position is reflected in the General Schedule Classification Plan. It should also be noted that this schedule does not reflect any possible changes as a result of a Benchmark Analysis with comparator jurisdictions currently being conducted.**

# FY 2009 City Compensated Holidays

July 1, 2008 through June 30, 2009

Independence Day	Friday	July 4, 2008
Labor Day	Monday	September 1, 2008
Columbus Day (observed)	Monday	October 13, 2008
Thanksgiving Day	Thursday	November 27, 2008
Thanksgiving Day (in lieu of Veteran's Day)	Friday	November 28, 2008
Christmas Eve	Wednesday	December 24, 2008
Christmas Day	Thursday	December 25, 2008
New Year's Holiday	Thursday	January 1, 2009
Martin Luther King, Jr., Day (observed)	Monday	January 19, 2009
Inauguration Day	Tuesday	January 20, 2009
Presidents' Day (observed)	Monday	February 16, 2009
Memorial Day (observed)	Monday	May 25, 2009

# City of Alexandria's



## Managing for Results Initiative

Alexandria initiated in 2006 a Managing for Results initiative (MFRI) to achieve City Council's vision for results-focused, financially sustainable, and accountable government. Managing for results is both a management philosophy and a process used to focus government on achieving the results the community values.

*Managing for results is both a management philosophy and a process used to focus government on achieving the results the community values.*

### **City Council's Mission Statement for the City:**

*Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for its future*

### **City Council's Strategic Plan Goal #6**

***The City Government is Financially Sustainable, Efficient, and Community Oriented***

## **What is MFRI?**

*Identifies community needs*

*Develops plans for addressing the needs*

*Establishes policies, programs and services according to plans*

*Tracks performance and costs*

*Evaluates and revises plans and services based on performance results*

*MFRI is a long-term investment and effort*

## **What is the Managing for Results Initiative?**

Alexandria joins a growing number of government organizations who are adopting results-focused management systems. According to the Government Accounting Standards Board (GASB):

“the ideas behind (managing for results) are basic: to identify the needs a government is trying to address; to develop an overall plan (mission, goals, objectives, and strategies) for addressing those needs; to come up with policies, programs, and services to meet those needs; to organize and implement budgeting, accounting, and management systems that support the strategies, goals, and objectives laid out in the overall plan; and finally to develop and track cost and performance data that allow the government to gauge its progress in reaching its goals and objectives, and tweaking (or changing) strategies, programs, policies, management systems, or budgets when necessary. Approaching government operations in such terms can have powerful impacts on government decision making and results.”<sup>[1]</sup>

Developing a managing for results system is a long term investment where managing for results elements will be brought on line over time, and organizational capacity will increase with experience.

While the overall premise of managing for results is quite simple, execution of the practices will be challenging. The experience of other organizations has demonstrated that a long term commitment to building systems, engaging stakeholders and changing organizational culture is needed in order to achieve sustained success. With this in mind, the City Manager’s Office began the initiative early in 2006 working with a team of consultants highly experienced in managing for results to assess current practices, identify assets in place and establish strategies for success honed by lessons learned from other organizations.

The MFRI is a long term commitment to develop lasting systems that consistently deliver valued results for Alexandria.

<sup>[1]</sup> [http://www.seagov.org/aboutpmg/mfr\\_intro.pdf](http://www.seagov.org/aboutpmg/mfr_intro.pdf) current on 1/09/07. The Governmental Accounting Standards Board (GASB) is the entity responsible for establishing the standards by which government organizations report their financial condition to stakeholders.

## **How MFRI Works:**

*Plans for Services*

*Measures Performance*

*Uses Results to Inform Budget Decisions*

*Uses Plans and Performance Data to Manage Programs & Activities*

*Continuously Improves through Assessment of Results*

*Provides Accountability to the Community*

## **How Does the System Achieve Results?**

Alexandria's system has seven major components illustrated in the model below.

City Council's strategic plan and policy direction provide the overall guidance, and the City Manager's Office will translate that guidance into action by developing "business plans" for major results areas in the government.

### **The City of Alexandria's Managing for Results Initiative**



Development of a performance information and cost data system will provide a fundamental foundation that enables the City to define the major programs and activities it provides; assign and track the costs; and measure the quantity, quality and impact of these services.

Budgeting will be informed by the cost and performance information, and decision makers at all levels can align investment of budget dollars with the results Council wants to achieve for the community.

Managers will use goals, objectives, targets and data systems to manage, monitor and ultimately deliver the planned results.

Performance information will help everyone with a role in achieving results find ways to continuously improve performance and efficiency.

Finally, reports to Council and the public will demonstrate accountability for achieving results. As the model's cyclical pattern illustrates, future strategic direction and plans will be informed and enriched by the lessons learned in prior cycles.

## **Why MFRI:**

*Focus on Services  
Provided to the  
Community*

*Identify Levels of Service  
Provided and Areas for  
Improvement*

*Reallocate Resources for  
Better Services*

*Modify Programs,  
Activities & Policies as  
Needed*

*Improve Government  
Effectiveness and  
Efficiency*

*Communicate More  
Clearly*

## **What Benefits are Expected?**

Managing for results delivers many benefits to governments adopting the practices. According to GASB,

“the advantages of (managing for results) are straightforward: (managing for results) allows governments to organize around an evaluation of what they are trying to accomplish, and what is working and what is not based on program performance and cost information. Is the government efficiently and effectively achieving its goals and objectives? Reasons that individual governments may consider pursuing (managing for results) include:

- To focus government more clearly on citizens (including citizens as “customers” or “clients”) and the services they need or want, and less on organization and process
- To establish goals and objectives and to track whether those goals and objectives are being achieved
- To answer such questions as: How efficient and effective are the government’s services? What are the services’ quality levels and how can they be improved?
- To allocate resources, set policies, and organize government in as close accord as possible with desired outcomes
- To determine the degree to which programs and services are aligned with the results the government is trying to achieve
- To modify policies, programs, services, or budgets in midstream based on performance data and results as they flow in
- To compare the government’s performance to itself over time, or with that of other governments (or in certain circumstances, the private sector if such a comparison is appropriate)
- To better communicate to the public and legislative bodies what government is accomplishing, the extent to which goals and objectives are being achieved, and how efficiently and effectively government is functioning “[1]

[1] [http://72.3.167.245/aboutpmg/mfr\\_why.pdf](http://72.3.167.245/aboutpmg/mfr_why.pdf) current on 1/09/07.

**Implementation Steps:**

*Assessment of Current Practices – Completed in FY 2006*

*Identification of Programs and Activities with Performance Measures – Completed in FY 2007*

*Development of Reporting Tools – Began in FY 2007*

*Development of Business Plans – Underway for FY 2008*

*Cycle of Re-evaluation and Improvement – Ongoing*

**How Will the City Move Forward with MFRI?**

The City is implementing its results-management system in planned phases so it can reap immediate benefits while the long-term development work of MFRI continues.

**Assessment of Current Practices**

After an assessment of practices and capacity with the consulting team, the City Manager's Office and the Office of Management and Budget agreed to make the first step in identification of all programs and activities delivered by all departments.

***MFRI Implementation Schedule***

Calendar Year	Period	Program/Perform Budget	Qtrly Perf Reporting	Business Plans (Selected Areas)	Dept Use of Perform Measures	Annual Rpt to Public/Council	Modify/Refine Strategic Plan	
2006	July - Dec	Develop						
	Jan - June	Use	Develop		Train			
2007	July - Dec	Refine	Use & Refine	Develop	Use & Refine			
	Jan - June	Use				Develop		
2008	July - Dec	Refine		Develop & Use		Use & Refine	Use, Refine & Expand	Change as Approp
	Jan - June	Use						
2009	July - Dec	Refine						
	Jan - June	Use						
2010	July - Dec	Refine						
	Jan - June	Use						

**Identification of Programs & Activities with Performance Measures**

Following a briefing session for the City's senior management staff, departments embarked on identifying services and developing and/or refining a set of performance measures for each of those services.

**As a result of Phase II, the City government has been divided into 153 different programs, each with its own goal, budget and performance measures.**

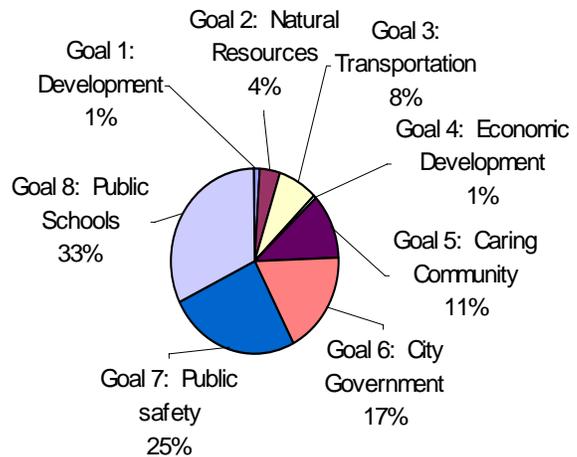
*FY 2009 Proposed Program and Activity Budget by Strategic Plan Goal*

**The 153 programs are subdivided into 507 individual activities, each with its own goal, budget and performance measures.**

## Connecting Budgets to Results

Once the services and measures were in place, the consultants and the Office of Management and Budget assisted departments in allocating costs to the services (programs and activities). These important steps will provide the initial foundation for the City's performance and cost infrastructure. The first benefit of this information is evident during preparation of the FY 2008 budget, where the services and their costs are presented for the first time. This ability to connect resources to results is the first step in budgeting for results and will enable managers, Council and the public to assess the investment of resources and the intended goals of services. In subsequent budget years when more complete cost and performance data are available, services can be evaluated both for alignment with the City's goals and for the effectiveness and quality they deliver.

### **The Operating Budget and the Strategic Plan**



Building the performance and cost data infrastructure is one of the greatest challenges in results management; this capability requires a number of years and considerable effort to build. In many cases, individual departments have not been requested to detail program input, outcome and service quality data as rigorously or consistently as now required for it to be useful for management and budget purposes. The Office of Management and Budget will work with departments during the first half of calendar year 2007 to assess data availability and develop plans to collect and track data consistently and accurately. In particular, departmental cost data that has been historically budgeted and expended by organization will need to be reallocated and accounted for on a program and activity basis. This will include accounting for payroll data on a program and activity basis, as well as charging vendor payments and other non-personnel costs to appropriate program and activity categories.

## Regular Reporting of Performance Information

This is an essential capability for measuring proper performance and managing programs as well as for accountability and continuous improvement. While departments have always reported their performance to the City Manager's Office, the form and usefulness of these reports have varied. The set of measures for each program and activity includes output, efficiency, service quality and outcome measures.

### Types of Performance Measures

Type	Definition	Example
Output	Amount of Service Provided	# of lane miles resurfaced
Efficiency	Cost Per Unit of Service	Cost per lane mile resurfaced
Service Quality	Quality of Service Provided	% streets resurfaced on schedule
Outcome	Impact on the Community	% of streets in good to excellent condition

***During FY 2008, departments began reporting quarterly performance measures data to the City Manager's Office.***

The complete set of measures is intended to measure the volume of service provided to the community (output), the unit cost of the service (efficiency), the quality of the service provided (service quality), and the impact the service has on the community (outcome). Outcome measures focus on the broader impact of the programs and activities on the community as a whole, such as teen pregnancy rates, criminal investigation cases closed, or the percent of the waste stream diverted through recycling. By implementing the full set of measures, staff and the community are able to evaluate programs and activities from multiple perspectives.

Once internal management reporting is well established, attention will be turned to translating relevant performance information into reports that will be useful and informative to Council and ultimately to the public.

**Business Plans for City services to be developed beginning in FY 2008**

**Business Planning Links Strategic Plan Goals to Departmental Service Efforts**

**Business Planning**

When pursuing results of the significance and magnitude reflected in City Council's strategic plan, it is clear that efforts beyond single departments and often beyond the government alone will be required. The role of the City Manager's Office is to integrate and manage strategies, projects and programs so they achieve the results Council and the community want. Beginning in FY 2008, coordinated business plans will be developed for key results areas that support Council's strategic plan and policies. The City Manager's Office and the Office of Management and Budget will develop an approach and timeline and begin this important work during FY 2008. Development of business plans to encompass key results areas will require at least several years to cover the breadth of topics. During their development, the business plans will provide an opportunity for dialogue with Council when validating proposed strategies and objectives. These plans should prove useful when Council updates its own Strategic Plan in future years and will accelerate the cycle of achieving better results.



***Managing for results is a philosophy and process rather than a project with a beginning or end. City Council, the City Manager's Office and departments will all play an important role in advancing the MFRI. All share the commitment to implementing lasting systems that deliver the very best results for the community we serve.***

## Continuous Improvement

Moving from collecting performance information to managing performance requires a combination of improvements in many areas. Advancements to systems, learning and organizational culture must be continually driven by committed leadership.

Continuous improvement requires the setting of goals and measurable objectives, the use of feedback mechanisms that enable organizations to become more proficient and efficient, and the practice of regular, interactive forums to evaluate performance.

The City Manager's Office and the Office of Management and Budget will establish a series of training, knowledge sharing, and development opportunities to help managers at all levels understand and successfully practice results management. As evidenced by the initial assessment, many departments have well functioning, exemplary practices in place in some program areas. This knowledge base can be tapped and extended.

Additionally, the City will continue to work with the International City and County Management Association (ICMA) and other professional organizations to learn and adapt best practices. In particular, the City will continue to participate in ICMA's national performance measurement project where City costs, outputs and other data can be benchmarked with other similar local governments in the United States.

Managing for results is a philosophy and process rather than a project with a beginning or end. City Council, the City Manager's Office and departments will all play an important role in advancing the MFRI. All share the commitment to implementing lasting systems that deliver the very best results for the community we serve.